

Employee Engagement for In House Employees: A Study on Electronic Communication

Priyanka Jain*

Research Scholar, Department of Management Studies,
Dr. A. P. J. Abdul Kalam University, Indore (M.P.) India,
priyankaji12@gmail.com*

Introduction

Globalization is omnipresent and we are living in a global age. It presents several difficulties and challenges to existing organizations. To survive in the competitive world, organizations need to focus on the strength of their employee to achieve competitive advantage through emphasis on managing human resources. Employees play a key role in the organizations success. Nowadays, many organizations are facing the problem of engaging the employees. Various factors effect employee engagement, these are namely: employee attitudes, employee retention, personality, organizational culture. Various researches have demonstrated its link with productivity, and organizational performance. So in this research, focus was primarily on employee engagement in information technology (IT) industry in India. We study about the various factors that impact employee engagement in an organization. These are also popularly known as drivers of engagement. Today employee engagement has become a leadership priority as they constantly seek for different methods to keep their work-force engaged. The management is finding itself being tested every day on its capabilities to keep its employee engaged while also implementing the policies defined. Managers agree that modern business demands higher productivity and more efficiency, than in previous times. Companies are trying to

increase their performance in order to place their company ahead of the competitors. At some point, satisfied employees, content with their work experience, was a good formula for success, as a satisfied employee, who wanted to stay with a company, contributed to the workforce stability and productivity. But those times have changed. Nowadays, the business environment is global and competitive and simply satisfied and stable employees are not enough to bring necessary business results. Satisfied employees may just meet the work demands, but this will not lead to higher performance. Therefore, modern organizations expect their employees to be full of enthusiasm and show initiative at work, they want them to take responsibility for their own development, strive for high quality and performance, be energetic and dedicated to what they do – in other words companies want their employees be engaged. Employee engagement is the best tool in the company's efforts to gain competitive advantages and stay competitive.

Keywords: Employee engagement, Management, Electronic Communication

Employee engagement

Employee engagement can be defined in different ways. An engaged employee is one who produces results, does not change job

frequently and more importantly is the ambassador of the company at all times. The performance of an engaged employee as defined as follows “a result achieved by stimulating an employees’ enthusiasm for work and redirecting it towards organization success. This result can be achieved only when an employer offers an implicit contract to the employees that demonstrate specific positive behavior which are aligned with organization’s goals”. An employee could also be found to be experiencing three different levels of engagement. He could be engaged, not engaged or disengaged. Engaged employees are those who work with passion towards the organization’s goals. An employee who is not engaged is one who is seen to be participating but not with passion and energy towards the organization’s common goal. Disengaged employees are those who are unhappy at their work an act out of their unhappiness. Engagement is also found to have three different facets, Intellectual engagement that refers to dedication towards performing better at one’s job, affective engagement or feeling positive after performing one’s job and lastly social engagement which is involved in discussions with others about enhancing work related improvements. A review of the article based on the 10 C’s for employee engagement by the author, George Ambler pulled the facts and highlights from the full story in the Business Journal and also summarized the explanation of the 10 C’s as follows:

1. Connect: Leaders should always show and make known that they value employees. Good employee engagement is only going to happen if employees feel positive and strong about their relationship with their boss. If they have a negative attitude towards their boss or feel that the boss has a negative

attitude towards them, employee engagement is not going to happen.

2. Career: Management and leaders should provide work for their employee that’s not only challenging but also meaningful work. They should also provide opportunities for career advancement. Most people want to look forward to a new challenge or job title. For example, management should establish goals that lead to career advancement and high rewards. If there are no such opportunities for some positions, they should be created. A simply visual description of a career ladder would illuminate this as well.

3. Clarity: Leaders must communicate a clear vision. Communication is always important in any relationship. The clearer a leader or manager is about what they want from the employee as well as the overall picture of how that job affects the company, the better. If the employee doesn’t have a clear vision of not only their job but also the goal of the company and its entire picture, there will be tension between employees and management as well as frustration.

4. Convey: Leaders need to clarify their expectations about employees and provide constructive feedback on their functioning in the organization and how that fits into the entire picture of the company.

5. Congratulate: Always make sure to give recognition to a job well done by an employee. Too often management and leaders focus on the negatives and mistakes of an employee and forget to congratulate them on a job well done.

6. Contribute: Leaders should make their employees feel important. An employee is going to be much more engaged if their

manager asks their input on a job or function of the company. Let the employees feel like they are contributing to the company's success and its future.

7. Control: Employees need and value control over the flow and pace of their jobs. Leaders can create opportunities for employees to exercise this control. A feeling of "being in on things," and of being given opportunities to participate in decision making often reduces stress; it also creates trust and a culture where people want to take ownership of problems and their solutions.

8. Collaborate: Employees that work in teams typically have the trust and cooperation of their team members. These individuals will be overall better employees and outperform individuals and teams that don't have the trust and strength in work relationships. Team builders end up being great leaders because they bring everyone together and build a good team that has trust in each other. Team building should be stressed.

9. Credibility: Leaders should always strive to maintain a company's reputation and demonstrate high ethical standards. Once there is a lack of credibility or it gets out that a leader has been involved in some sketchy business, there is no order in the company. Employees and clients will not trust that manager and it will affect the image of the company severely.

10. Confidence: Excellent leaders help create and spread confidence throughout their company by being exemplars of high ethical and performance standards. If employees see their leader as a confident and ethical person, they will strive to be like their leader.

Nature of Job

In a study conducted to discover the Antecedents and Consequences of engagement of employees in the private sector companies using selected it is shown that job engagement and characteristics of a job are correlated positively to engagement. Perceived organizational and supervisor support, recognition and rewards are correlated positively to engagement measures in a significant manner. Employee –customer identification is a forecaster of job engagement to link job engagement to employee customer identification and organizational, orientation to customers acts as a necessary intervening effect. Jobs can be made more satisfying by creating small wins for the employee so as to increase the levels of engagement. Between work engagement and job demands there is an existence of an inverted u-shaped relationship.

Important role of Employee Engagement

Employees are an asset to an organization. Using the organization's intellectual capital has become an important source of competitive advantage. In the present era of talent war the employees are considered as the most valuable asset. An organization can acquire most of assets similar to its competitor but cannot copy the skill and talent of the human resources of the competitor. Now the situation is very alarming as many organizations target the pool of talented and experienced employees across the world. The employees are in very strong bargaining position as the demand increases for them. In this scenario the concept of employee engagement is very important. Engaged employees are passionate about the work they do. Passion is always accompanied by excitement,

enthusiasm and productivity. The engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organization. Each individual has control over the amount of discretionary effort available to organization from him or her. To prosper and survive today's challenging environment there is a need of engaged employees. Now modern organization concentrate on human capital management, A famous HRM expert – "Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body but the mind and soul of every employee". An engaged employee will consistently outperform and achieve new standards of excellence.

Emotionally and rationally binding the employee to the work is the major characteristic of the employee engagement by virtue of these employee retention period increases. As a matter of fact the increase in retention period of the employee leads to cascading effect of reduction in repeated recruitment and related expenditure. Employee engagement makes employees motivated and they are passionate and enthusiastic in their involvement. When employees are passionate they can invest more energy on performance. Employee Engagement makes the employees to know how their deliverables are connected to organization's objectives and it makes them more focused on the relevant activities with full commitment. Managers can trust them and they will deliver more. An engaged employee will exhibit not only better performance but also will be intrinsically motivated. They will have strong commitment and willingness to contribute more voluntarily. The employees themselves become strong brand ambassadors and work towards strong relationships with clients,

business partners and the customers. Engaged employees take more initiative and put an extra effort in their task oriented activities and this is very important in the area.

Organizational policies for the employee

A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible. Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization. Together, policies and procedures ensure that a point of view held by the governing body of an organization is translated into steps that result in an outcome compatible with that view. The policies and procedures were explained in detail to each employee during their first week of employment with the company. Every company has different policies and procedures. Your first day you will be given a packet that outlines what the company expects as far as dress code, behaviors, time off and holidays. It is good to keep it on hand to reference when questions arise about what the company allows and doesn't allow. HR practices and policies play an important role in defining the relationship between the employees and employers. It was found that there is no direct connection between HR practices and policies and employee engagement. In fact, it was revealed that the relationship among HR practices and engagement is rather indirect. Two key factors are impacted by HR practices, the

line manager behavior and the person–job fit. The actual relationship exists between these two and employee engagement. Employees should be made to feel that their companies' values are clear and unambiguous in order to generate higher engagement.

Productivity

A positive relationship is found to exist between engagement of employees and organizational citizenship behavior and a relationship of negative nature exists between engagement of employees and counterproductive work behavior. Engaged employees connect immensely with their tasks at work. They constantly work hard towards goals that are required of their roles and tasks. They also perform extra work out of their roles as they free-up resources as they accomplish their goals and efficiently perform tasks. However, when the employee possesses negative perceptions about his work he will more likely be engaged in counterproductive work behavior.

Time Management

"Time management" refers to the way that you organize and plan how long you spend on specific activities. It may seem counter-intuitive to dedicate precious time to learning about time management, instead of using it to get on with your work, but the benefits are enormous:

- Greater productivity and efficiency.
- A better professional reputation.
- Less stress.
- Increased opportunities for advancement.

- Greater opportunities to achieve important life and career goals.
- Failing to manage your time effectively can have some very undesirable consequences

Leadership

Employees show more engagement towards the organization when they see themselves getting praised by their immediate managers, they have the leadership's attention (for example, one-on-one conversations). Leadership dimensions that are found to be most influential are making up a good mentor or manager and articulation of the vision. In case of entrepreneurial firms the leadership needs to be visionary, future oriented and should involve the employees in their vision in order to increase employee engagement⁹. It was also found that a key driver to employee engagement is the employees thinking that their leadership is committed. The quality of leader member exchanges between supervisors and employees affect the engagement levels of the employees.

Clarity of Company Values, Ethics Policies and Practices

HR practices and policies play an important role in defining the relationship between the employees and employers. It was found that there is no direct connection between HR practices and policies and employee engagement. In fact, it was revealed that the relationship among HR practices and engagement is rather indirect. Two key factors are impacted by HR practices, the line manager behavior and the person–job fit. The actual relationship exists between these two and employee engagement. Employees should be made to feel that their companies' values are clear and unambiguous in order to generate higher

engagement. Value fit amongst other was also found to be an antecedent to employee engagement

Clarity takes very seriously its code of business values, ethics, corporate governance, compliance, and transparency of operations. Our core values shape the culture and define the character of our company, they serve as a foundation in how we act and make decisions.

Stewardship

Stewardship means building a better company for future generations, acting with an owner mentality, developing our people and helping improve communities and the global environment.

Best People

Best People means attracting, developing and retaining the best talent for our business, challenging our people, demonstrating a “can-do” attitude and fostering a collaborative environment.

Client Value Creation

Client Value Creation means enabling clients to become high-performance businesses and creating long-term relationships by being responsive and relevant and by consistently delivering value.

One Global Network

One Global Network means leveraging the power of global insight, relationships, collaboration and learning to deliver exceptional service to clients wherever they do business.

Respect for the Individual

Respect for the individual means valuing diversity and unique contributions, fostering trusting, open and inclusive environment and treating each person in a manner that reflects Clarity’s values

Integrity

Integrity means being ethically unyielding and honest and inspiring trust by saying what we mean, matching our behaviors to our words and taking responsibility for our actions.

Satisfaction

Satisfaction is the stepping stone to engagement; therefore it is important for an organization to match the goals of the job to the individual goals of the employee so that he can feel satisfied about his job. Employees with higher levels of self-efficacy are more likely to be engaged when it comes to work as it leads to a higher temperament to spend extra efforts and energy completing tasks and therefore greater absorption and involvement. Employees who are more efficacious are likely to govern their motivation by the means of setting ambitious goals and in turn likely to being more engaged [21]. It was also indicated that the greater is the perceived similarity between the co-worker and employees age greater was the engagement when the satisfaction level were higher and the lesser was the engagement when satisfaction was less.

Effective Management of talent

Employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future. A talent management strategy comprising of career planning, organizational support and incentives can result in high engagement and reduced attrition levels in the organization. The Employee engagement is seen to be highly influenced by one factor, effective management amongst other factors. However, the findings also reveal that there is no one fixed model that shows the relevance and significance of the influence

of all variables because different employees lay different emphasis on variables impacting engagement. These variations may arise due to variations in individual and job characteristics, gender diversity, and ethnic diversity etc. It was also found that the variance between engagement and leadership factors i.e., task orientation and relationship orientation showed considerable overlap.

Electronic communication

In **communications-electronics** (C-E) is the specialized field concerned with the use of electronic devices and systems for the acquisition or acceptance, processing, storage, display, analysis, protection, disposition, and transfer of information.

C-E includes the wide range of responsibilities and actions relating to:

- Electronic devices and systems used in the transfer of ideas and perceptions;
- Electronic sensors and sensory systems used in the acquisition of information devoid of semantic influence;
- Electronic devices and systems intended to allow friendly forces to operate in hostile environments and to deny to hostile forces the effective use of electromagnetic resources. It is very useful.

Importance of Electronic Communication

Electronic communication can be achieved by finding the right tool for communication. Moving from paper to electronic communications can actually help your

business connect easier, while saving time and money. Email, instant messaging, websites, blogs, text messaging, voicemail and video messaging are a few examples of electronic communication. Electronic communication has changed the way businesses communicate with each other. Electronic communication can be very beneficial if used effectively. Knowing the strengths and weaknesses will help businesses conduct effective electronic communication. Knowing the proper medium to communicate your message is important to effective electronic communication. Email is a common communication method for sharing information with businesses. However, email is not always the best method of communication when sending to mass amounts of people. Many recipients of mass email will delete the email without reading it. E-mail is a useful communication approach that instantly delivers messages between computers. Paper correspondence is no longer needed to transmit documents and other important information. Businesses have shown increased productivity and profitability by decreasing the time and money spent on correspondence. Unfortunately, they also commonly display a lack of attention to exactly who has access to certain information, and to whom such information is being transmitted. The likelihood for abuse of e-mail and the Internet in the workplace is great. Find a method for effective electronic communication that will best fit your goals.

If you have a message to communicate with many businesses, electronic newsletters are a decent alternative to mass email. Blogs are a useful electronic communication method for marketing. Many businesses use blogs to reach a new audience of potential customers. Effective electronic communication has a clear message. For email, clarity begins with the subject line; type in a meaningful subject line which directly gets to the point of your message. The same goes for blogging. The title of your post should tell the reader exactly what your post is about. Breaking up what you have to say into small paragraphs helps to keep your message clear.

In-house Communication & Telecommunication

Telecommunication is the use of science and technology to communicate instant voice, text or data messages to remote recipients by means of electrical or electronic signals. In-house communication and telecommunication can be considered as referring to fixed and mobile telephone networks, Internet access (whether via broadband ADSL) in addition to other media services. Productpilot.com can be used to locate providers of communication systems for any business use. Within the context of communication, the term in-house is also used to describe internal private telephone or VOIP data networks used by organizations and private companies, where the communication is designed to be restricted to internal users in one physical location or throughout the wider (but single) organization. Larger computer manufacturers and telecommunication

suppliers operate such communications systems, along with civil defense, police and armed forces, larger hospital groups and others.

Telecommunication provider companies are often involved in elevator technology for alarm calls and emergency communication with a central control room. In electrical distribution, accurate energy recording and billing can be managed remotely. Cable TV and online music streaming services also require a telecommunication service provider. To locate a choice of reliable and high-speed telecommunication service provider companies, productpilot.com ensures appropriate service providers and product distributors can be found.

Communication

A multinational organization in the field of energy, had undertaken a leadership excellence project to build a talent pipeline and manage capabilities that lead to highly engaged employees. Also in a study of how reward programs impact employee engagement it was found that employee's understanding of the strategies, programs and systems in place for compensation lead to greater level of engagement among them. Long-term engagement starts with good communication between employer and employees as well as among co-workers.

Conclusion

Engaged employees lead to increased productivity, retention, customer loyalty and profitability. Employee engagement is related to emotional experiences and wellbeing. Researchers have found that emotional factors are linked to an individual's personal satisfaction and the

sense of inspiration and affirmation they get from their work and from being part of their organization. However a considerable number of employees agree that their company is a good place to work, suggesting they are emotionally happy, whilst others argue emotions should not be allowed to flow free, and that employees are more productive when their emotions are managed. Simply surveying for the current engagement level and then doing nothing with that information often leads to employees feeling that they aren't being heard, which in turn can negatively impact morale and trust levels. Identifying and analyzing engagement levels and the drivers of success is the first step. The real challenge is in equipping your business to act and ensuring that change is embedded in culture so that workforce remains focused and aligned to the business strategy. An engaged workforce is the key to sustained competitive advantage and accelerated business performance.

References:

1. Balakrishnan C. Masthan D. Impact of Internal Communication on Employee Engagement *International Journal of Scientific and Research Publications, Volume 3, Issue 8, August 2013* ISSN 2250-3153
2. Chandan. A., Mehta M. Employee engagement: a review paper on factors affecting employee engagement, *Indian Journal of Science and Technology, Vol 9(15), DOI 10.17485/ijst/2016/v9i15/92145, April 2016*
3. Eleanna G, Nancy P. Leadership's impact on employee engagement Leadership and Organization Development Journal.2009; 30(4):365–85
4. Gokula Krishnan S. Reeves Wesley J. A study on impact of employee communication on employee engagement level IRJBM – (www.irjbm.org) December – 2013 - Volume No – VI ISSN 2322-083X
5. Kohli P. Zodage S. A study on Employee Engagement of Staff level employees working in Manufacturing Industries ISSN : 2230-9667
6. M. Rama kumari, D. Pradeep kumar, T. Narayana reddy An empirical research paper on the consequences of employee engagement on employee performance of Indian cement industry *International Journal of Management and Applied Science, ISSN: 2394-7926 Volume-3, Issue-3, Mar.-2017*
7. Neeta B. To study the employee engagement practices and its effect on employee performance with special reference to ICICI and HDFC bank in Lucknow. *International Journal of Scientific and Engineering Research. 2011Aug; 2(8):291–7.*
8. Sarangi P. Nayak B. Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India *IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 18, Issue 4 .Ver. I (Apr. 2016), PP 52-57 www.iosrjournals.org*
9. Sharma. P. K. Employee engagement and retention: A Study of software professionals, Declared Deemed to be University U/S 3 of the UGC Act) November 2016

10. Sumit. J. Analysis of factors affecting employee engagement and job satisfaction: a case of Indian IT Organization. International Conference on Technology and Business Management.2013 Mar. p. 18–20.