

“A Study on Factors affecting to Employee Engagement and its impact on strategic fit in an organization”

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Abstract-

“Engaged employee” is one who is fully dedicated, energetic and serious about the work and exhibit positive actions to help the organization's reputation and brand without any emotional chaos. This survey deals with the factors which affecting employee engagement and their work-life balance. This is taken place on the secondary survey means and databases. The information sources considered the already published research works like research papers, articles, journals, text/reference books related to employee engagement as well as influencing the topic. The descriptive method is preferred to explain the factor of Employee Engagement. The focus is only the significant factors like Organizational culture, Immediate Reporting Authority attitude as my boss, Strategic Alignment, and Competency with some trivial factors like Job Designing, Health and Safety, Job Satisfaction and Career Advancement or Improvement Opportunities which directly impacts and influence the Employee Engagement in organization through employee's social, personal, and family life, which directly contribute in strategic fit of an organization. Well! Strategic fit is considered as the proper synchronization of organizational strategy, its structure, and process which aid to working people and their rewards based on their contributions. This strategic fit also helps to manage and inculcate healthy as well as controlled working environment and organizational growth.

Index Terms: - Employee engagement, Competency, My Manager, transformers, Fence Sitters, goal congruence, HR Department (HRD). Strategic fit.

1. Introduction

The organizational success is significantly depends upon employee expertise and dedication and this is the main indicator of employee engagement. As, management is intended for getting work done through employees, top management is always keeps an eagle's eye on employee performance. The main motto of top management is get maximum output/ results from employees according to their capacities and capabilities. To get it done, management uses various methods to keep employee engaged. In recent years, the research has been initiated to check the impact of employee engagement, satisfaction as well as retention on employee's psychology, social image and family life. To aid the smart engagement of employees Along with technological aid and standardized work processes gaining employee's flexible, smart, and efficient efforts. Engagement of the employ and understanding the ROI in this regards is the one of the most operative ways to improvise productivity of the resources and enhance business outcomes. In current scenario, career opportunities with goal congruence which directly contributes in organizational strategic fit, where the strategic fit crates the key drivers of employee engagement, like engagement through motivation like announcing rewards and recognitions as a part of rewards component of strategic fit for the employee clearly reflecting the ambitions and aspirations of workforce that is keen to ride the organization towards growth and progress with sustainable endeavors. In short, if organizations who promise to manage employees' career advancement through strategic succession planning,

healthy/optimum working conditions and generate opportunities for development and enhancement will be destination for engaged workforce.

As analyzed by Robert, in 2006: In today's industry and market situation, Management taking impressive interest to look into its human resource as a self-intellect improvised asset so that they put into action. This intellectual resource helps to gain sustainability and competitive advantages to become opportunist in the industry or market. Employees' engagement in organizational work commitment toward target completion give competitive advantage to their respective companies - including higher and quality in productivity with higher employee retention.

Employee engagement is a Work-force approach resulting in strategic, effective, efficient, and effective environment to improvise contribution of employee's best for each minute. Employees are engaged when they are committed to their work and career, and it is the responsibility of top and middle management to design such a strategic work environment which converts employee commitment into the organizational goals, values, and ethics. Which ultimately motivated to perform employees as a contributor to growth, with an enhanced sense of their own belongingness towards organization as a family.

The HRD plays a vital role by Strategic Planning of Job role and responsibilities by aligning individual carrier aspirations with organizational goals. Developing comprehensive Policies, and maintaining productive relations with internal as well as external stakeholders including top management and trade unions.

The Goal Congruence Approach will help HRD to sync individual's career aspirations with organizational vision, mission and goals. The strategic goal congruence results into effective Employee Engagement, creates a win-win situation and the positive impact can be observed in improvised employee commitment for operational and intellectual balancing, which exists to accomplishing the work and to accomplish the organizational goals. Engaged employee works with the sense of ownership, where each employee wants to undertake new activities which can support for the betterment of organization's internal and external customers, and for the desired achievements, subsequently.

2. The Inception:

Firstly, Kahn (1990) speculated that *"employee engagement is the emotional and psychological involvement of an employee."* When s/he is at work his task and taking ownership towards organizational success. Kahn's endeavor to dig the psychological conditions and environmental set-ups are recognizable to justify in the process to inspire individual engagements and individual disengagements while handling employment diversity at work, where to manage the highest employee engagement ratio, which may the exception to "Paratoo's 80-20 rule" and achieve more employee engagement at work through proper strategic fit. As per my opinion the strategic fit is required to give a clear, transplant and workable organizational model, where the emphasis is given on to create learning organization rather than organizational learning. By using observation method along with interview tools like direct interview, questionnaire technique for qualitative research of individual worker engagements as well as disengagement of '16' counselors of a summer camp and '16' employees of an architectural firm. He enunciated that individual person portray him/her based on to his/her individual planning which is dynamic in nature, where, simultaneously executing job responsibilities which is obligated by present needs and/or career demand; as the unrecognized differentiation in current performance and desired future achievements employees cognitively, emotionally and physically involved in different tasks and they carry out the same; but the motivational and reward component of strategic fit keeps them working and no circumstances may stop them to decide to retreat or disengage from their job roles and organizational tasks, as employee is engaged with cognizance, aligned with emotional quotient and

physical capability, and that may be the 'individual fit for the organization characteristics for highly engaged employee or transformer of the organization.

An "engaged employee" is one who is fully involved in, and enthusiastic about the assigned task, that means the engaged employee not only perform his/her task but works as an integral part of and thus will act in a way that is of the organizational interests. In short, the employees' emotional, psychological and intellectual attachment in organization is at stake. According to Ken Scarlett's Survey, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work"

3. Employee Engagement:

Engaged employees are those who are '*totally absorbed in their work, working longer and harder, taking on additional assignments and focused on the needs of the organization*'. In other words, '*Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into the work*'. Whereas, the relationship with immediate reporting manager's attitude and obsession plays a crucial role in employee engagement and therefore, in employee retention too. The major facts concern with the employee satisfaction is earning of money, satisfaction and reputation through the contribution in organizational conducts. The primary responsibility of HRD is the organizational strategy to align employee with their immediate reporting managers, with organizational culture and policies which would require to enhance organizational competencies which will lead to competitive advantages and advancement.

4. Components of Employee engagement:

There are basically four components in which the organization takes extra efforts to make its staff elevated and dynamic.



Fig.1: Components of Employee Engagement

- a. **"My Organization":**--- The impact of organizational culture and environment is measured. As John Collins said that the each organization cannot be an ideal workplace for everyone and this is due to every individual may have different aspirations and assumptions about ideal workplace. It is required to measure either the employee is either obsessed about organizational goals. The factor governed with confidence in organizational leadership as well as trust, fairness, values, and respect - i.e. how people like to be treated by others, both at work and outside of work.

- b. **My Manager:** --- Each and every employee desires that his / her boss would be cooperative and having great extent of understanding. The attitude of immediate supervisors is the main reason of high turnover. The employee concerns include feeling valued, being treated fairly, receiving feedback and direction, and generally, having a strong working relationship between employee and manager based on mutual respect.
- c. **Strategic Alignment:** ---The strategic alignment is the efforts planed or executed to enhance or to gain more competitive advantage through the formation of required capabilities and quality resources to convert opportunities available in external environments in to success. In this portion, the ability of recognizing opportunity through converting adverse situation in favorable conditions can be also considered individual fit and is also one of the characteristic of transformer categorized employee.

As mentioned by Morgan (1980) the strategic alignment/ fit have four facets as strategy, structure, process, rewards and people or employee the most important intellectual facet of the alignment.

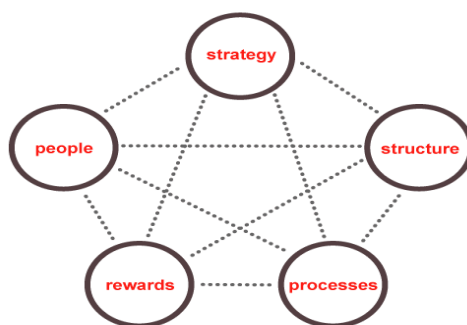


Fig2. Strategic fit

- d. **Competency:** Competency deals with the required skills and capabilities of the manager and employees. If an employee posses apt competencies, skills and experience of work then the employee engagement is become easy. This componet deals with “the right employee with right competencies at the right place”.

5. The level of Employee Engagement

To measure the level of employee engagement, we can consider the HCL CEO Vinit Nayar’s classification of employees depicted in his golden book named ‘Employees First, Customers Second: Turning Conventional Management Upside Down’ (2010). According to the Vineet Nayar there are three types of Employees as 1. Transformers, 2. Fence Sitters and 3. Lost Souls:-

- a. **Transformers:** ---"Engaged" employees are builders of an organization. They want to use their knowledge, talent and enthusiasm at work every day. They work with passion and they drive innovation and move their organization forward. They perform at consistently high levels and believers of learning organization. This category belongs to best team player, who are always believe in “give and take” kind of philosophy and ready to accept changes.
- b. **Fence Sitters:** --- Employees who might eventually join a change effort, but at first were more inclined toward watchful waiting. The type of worker who is more “wired or like computer programmed” to do what specifically is asked to do. They use 'nothing more, but nothing less' approach. This is a methodical worker class, moving through each and every step that has been instructed and trained to perform. In short, this class employee will appear at times almost to be watching and waiting to see what direction the wind is blowing before making a commitment one way or another. They often feel this way because they don't have productive relationships with their managers or with their coworkers.
- c. **Lost souls:** --- who discounted any attempts to change as doomed to fail.The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy

acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers demoralize what their engaged coworkers accomplish.

6. Keeping Employee Engagement High

The changing market trends, extensive market place antagonism, and new business processes coming into play. The new organizational set up has led to leaving some of the executives over loaded with work.

The Pareto principle seems to still stick around - 'the vital few and trivial many' is plaguing organizations even now. This means that only 20 per cent of the work force in a company is fully and actively engaged and the rest are in different levels of trivial engagement. Hence, the Employee engagement remains as a new challenges to managers. Why does this happen? The reasons may vary from time to time. So, it is necessary that the HRD monitors performances of individuals by interacting with each team manager and taking 360° feedback to find the factors which are affecting performance of the employee. This would be the first step towards implementation of effective employee engagement strategy.

7. Factors Affecting Employee Engagement

The employee engagement is an activity which required strategic planning and thought process to maintain the best work force. This is the only self-intellect resource who govern and engage other resources for accomplishing organizational goals, organization incurring more expense to maintain the best task force. And as this is more focused resource we need to consider major affecting factors. Organization and HRD always tries to manage the effect of factors affecting to the employee engagement:

Ruyle, Eichinger & De Meuse (2009) identified significant factors affecting Employee Engagement. Which are the micro level assessment of the organization and the effect. The major factors playing a smart role and affecting the employee engagement is as follow:

1. **My Manager** Research indicates that, the single most important factor to drive employee engagement and retention is the Immediate Reporting Manager Working Relationship. Good People Managers are competent in informing employees of what is required and expected from them, providing feedback on their performance, providing opportunities for their development, delegating appropriate levels of responsibility and setting priorities. They are approachable, fair, good listeners and establish and maintain good relationships with their direct reporting manager and other key colleagues. The good management taking efforts for the success of retaining and engaging employees but the immature management is often cited as the reasons why employees leave their job.
2. **Strategic Alignment** Employees work is in line with where the business is going and how it is going to get there, in short, employees working under the organizational banner to prove themselves in the eyes of management to get an opportunity for individual career advancement. In this process, employee expects a proper alignment between organizational goal and their individual career aspirations- goal congruence. The strategic fit between organizational Strategy-Structure-Processes-People-Reward should be in the support of each other, otherwise this factor will affect very severely.
3. **Trust in Senior Leadership:** Employees believe in, trust and follow senior leaders. For instance, as rightly said by Vineet Nayar in his book "the role of CEO is to enable people to excel, help them discover their own wisdom, engage themselves entirely in their work and accept responsibility for making change". As a result of this, trust relationship in senior leadership and top management, the top management plays a role of enablers of performers and transferring the control of the work and task responsibility to the employees.
4. **Competency**— the organization must be in the business of enabling the people who do have the knowledge, skills to do what they are good at. The other factor of competency is individual passion; the only passion makes people jump out of

the bed in the morning looking forward to the work of the day. Its only passion pushes employees to try thing that may difficult and take on responsibilities and accept the responsibilities beyond their contract.

In spite of above mentioned significant factors following trivial factors are also affecting the employee engagement

1. **Job Designing:** Job characteristics indicate challenge, variety and autonomy are more likely to provide psychological meaningfulness, and a condition for employee engagement.
2. **Health and Safety:** Research indicates that the employee's perception towards the organization and his/her consideration about health and safety related measurements and provision have an impact on engagement levels. If, employee does not feel secure while working it directly affect the employee engagement level and shows adverse impact of strategic fit. Therefore, in every organization appropriate methods and systems for the health and safety of their employee must be at place.
3. **Job Satisfaction:** Only a satisfied employee can become an engaged employee who causes transformation in the organization. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.
4. **Career advancement/improvement opportunities**—this the responsibility of CEO/ HRD that When most employees think about their careers, they have not thought past their current job or the next promotion that they'd like to receive. They need to broaden their short term thinking.

As employees are promoted up the organization chart, fewer jobs become available; yet continuing to grow skills and experience should still be a priority for people obtaining value from their career.

8. Conclusion

In this research note, this is been observed that, organization can perform the employee survey through various survey techniques like observations, Interviews, questionnaire survey and many more to measure engagement, but this does not assist in identifying areas for improvement within organizations. There may be a wide spectrum of factors, may be defined as drivers which drives strategic fit, individual fit and there contribution in organizational development. Where, this may contribute to increase overall engagement. To manage these drivers, an organization must concentrate on strategic fit within the organization, also make sure the result of this strategic fit must be in the form of, health and safety working environment, proper designed and proven strategic framework, well-articulated processes and transparent system architecture, to aid management and employee collaborative efforts and endeavor to achieve organizational success. It is also been observed that when management aid to employee in the work, the organizational environment automatically convert fence sitters and lost souls categories in to transformers.

Hence, it can be stated that a no single or specifically defined type of factor can be considered to the person or the Industry. So it is absolutely important that all the factors must be work in collaboration to form a strategic fit which results in apt work-life equilibrium to enhance employee engagement.

Also the Immediate reporting authority or immediate boss plays very important in every sector. Where my organization, strategic alignment, and competency factors are also important along with compensation, Rewards & Recognition development strategic fit and individual fit which enhances the employee engagement.

As the human psychology is unpredictable factor, the human being are more of precise in the way they think and execute the work. As the transformation is the one factor that is desired and required in constant space the organization should have an eagle's eye on organization development and simultaneously it is required to check where the factors creating through the transformation as a result, may affect the employee engagement and the balance of strategic and individual

fit in the organization which directly impacts the employee engagement, which may define to conversion of lost souls and fence sitter into transformers or vice-a-versa.

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