
Employee Engagement And Development

Abstract

It is Significant for any Organization or Institution to have effective relationship among the employees. Employee engagement and Development programs are abetment for the internal co-operation in the organization. Enhancing the employee performance and engagement includes motivation, participation, energy, focus, responsibility, teamwork, cooperation, enthusiasm, innovation. This is what we feel and do when we are engaged properly. Employee engagement and developing programs are the contribution to the organization. Teams don't become high performers by accident it takes training, development and time to turn an average team into a high performing one. To delegate effectively, you need to follow a structured approach when individuals are learning faster than the changes are occurring, then they stay ahead of the game. This research paper is undertaken by theoretical aspects. It is useful for the Human resource managers or Individuals who are going to start their career to Human resource field.

Keywords:

Engagement, Development, Organization, Performance, Retention.

Introduction

Employee engagement and development is a subject undergoing intense study. Instead of this, there remains a critical subject, and relatively little known about how employee engagement and development can be influenced by organisation. It has a good deal of interest in engagement, development and also leads to perplexity with engagement have been measured in many disparate ways. While observing it also identifies gaps and issues, making clear the focus of where further enquiry should be and also there is a lack of research around the predictors of engagement and development such as training managers on how to communicate effectively, could help to increase engagement. Holding on the talents of the employees is the key to success of the business organization.

Development within a changing environment is not very different from planned development both move organisation and people forward and often the process is identical but the routine time varies. The organisation will seek to plan for development but persons always have responsibility for change. Explore the role of leadership in individual development, employee engagement involves the following aspects .

- The originality of the job itself.
- Whether the employee feels mentally vitalized.

Literature Review

Most often employee engagement and development has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or

the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee engagement and development is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

Importance of employee engagement

Engagement is one of the biggest challenges that every manager face as a hardest task. Being a manager it is the most important task to handle the situations of engaging a employee and also a big opportunity to gain the maximum long term commitment and discover new strategies among the team. It also helps in improving the performance of the employee and also gain a maximum effort with the employee during their performance. There numerous possibilities to enhance the importance of employee engagement in the following basis such as,

- Satisfaction of customers
- Innovation and technique
- Turnover and wellbeing
- Productivity
- Profitability

Employee Engagement Dynamics

• Priority Level

The statistical patterns in the organization to examine which item impact engaging within demographic group. Low scores items that are strongly link together to engagement are the areas where you have to focus.

• Virtual Focus Groups

It mainly focus on improving the related problems by providing examples and suggestions on how to improve the targeted follow-up questions at the end of the survey by asking in these ways. After spotting the particular area that lacks improvement, go through the comments where you get information that delivers what, why, and how can take action.

• Pockets of Discontent

The survey can identify 'at-risk' demographic groups within your organization. Even companies with high levels engagement will have areas that are struggling. Any issued areas will have impact on performance of the company, with high levels of turnover.

• Observing what is happening

The organization is as important as the overall level of engagement. The low engagement or an at-risk group find very quick drill down and look at the particular issues and dynamics within that group.

Manager's role in development:

Developing people is a role of managers. Development takes place in an organizational context and involves gaining knowledge. As a developer the first question to resolve is how does individual development and learning relate to the needs of the organization? We can see that person is able to learn but the idea that organization can also learn may require a leap of the imagination but there are similarities. Create an environment in which people can be effective in pursuing the purpose of the enterprise.

Progress cycle

There are close links between the individual and organizational development processes. We assume that as the organization changes and grows then individual capabilities must also grow. For both the individual and the organization the stages of needs spotting, plotting, to satisfy the need, taking action and finally evaluating the need are followed.

- Spotting

The process of identifying development needs an combination of bottom- up processes and top-down processes. One of the major thing in an organization is, the managers must first clearly understand the organizational context for the development before any steps are taken.

- Plotting

Having agreed individual needs, these are consolidated into the team, department, business and organizational development plans. This process should establish the links between individual and organizational development .

Plotting determines how it is all going to happen. Managers have to ensure that work is being done and performance targets are being met ,while enabling individuals to undertake development.

- Execute

Execution is the plan of action and involves the managers training and development staff and those who are undergoing development.

This gives a good practice to agree the planned activities and outcomes with staff involved in any development activity.

- Estimate

Estimating the effectiveness of learning and development can be done at an individual levels, as well as at the organisational level.

There are large organisations that typically spend about one per cent of turnover on development activities. These types of investment has to be justified. Organisations are

increasingly concerned about measuring the development of staffs.

It may involve identifying all areas of development expenditure, including lost opportunity costs of people being away from workplace, and measuring the costs of organisation when people apply new learning or skills on return to work.

Benefits of Employee Engagement

• Employee Satisfaction

It observed and proved that the employees are fully engaged only when they are satisfied in their job. The success of any business with high degree of loyalty and commitment level attains only if the employees who are entirely engaged and involve in the business activities. To achieve the objectives and aims of an organization, a satisfied employee should play a effective role in an organization and also responsible for supporting and promoting the mission, aim, strategy and brand of an organization.

• Productivity

It is important to achieve and attain business success. In order to lead high productivity and the motivation level increases and absenteeism decreases only if an employee become highly engaged. According to various researches it has been observed that business organizations with highly engaged employees are as much as 45% productive.

• Retention & Recruitment

The main key to the success of every business organization is to retaining talented employees. The main risk of turnover for the organization is the employees who are fully engaged in the workplace. When employees become more engaged in the success of the organization they also become more trusty and loyal.

The Coaching Environment

The coaching environment includes two key elements which intimate about the learner and the type of workplace in which they work.

• Learner

A learner is on who possess a willingness to learn and improve and a willingness to take advantage of every opportunities that are available to him. And above everything an individual should take responsibility for their own learning. From this we are able to understand that, the manager and the organization can provide the environment, support and opportunities, nothing will happen unless individuals have a desire to learn.

• Workplace

A Workplace is an environment where people are relaxed and they feel supported in whatever

they do and where mistakes are viewed as an opportunity for learning. The workplace is seen as an learning environment in which coaching plays an major integral part.

Discussions

The overall discussions over the employee engagement and development in the organization explained detailed about the work culture and the employees behavior aspects in the organizations to enhance the high potentiality and productivity of the employee performance, development and the outcomes of the results over the organization, it mainly discuss about how the employee should react over the risk factor when any issues overcomes or if the organization work process is not match with the profile of a particular employee and the relationship between the manager and employee to deliver the high level performance in the organization which plays the major role under this topic.

Suggestion

- Managers can understand and agree that employee engagement is at the top of the priority list.
- Organizations are facing many challenges of maintaining the transparency within a department.
- Finding opportunities for individuals development when faced with organisational changes.
- Linking compensation to performance can influence employees loyalty.

Conclusion:

To conclude, it has a direct relation with productivity of an organization in employee engagement and development. For an organization to attain high productivity figures, it is crucial to maximize the engagement and also development. Most companies spend plenty of time and resources in addressing issues concerning employee engagement and development. But outcomes are usually not up to the mark.

Reference

1. Kevin Kruse, employee engagement for everyone.
2. William Macey, employee engagement.