Employee Engagement- An ingredient for Retaining Organization Employees

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Abstract
Human beings coming together on a common platform to achieve the objectives of the organization and also to earn a living for their own are called as employees. The success of an organization depends on its employees and their loyalty towards work.

Organizations try to survive in highly capricious environment which is surrounded with radical trends, accelerating products and technological changes, global competition, deregulation, demographic changes and many other such regulations while dealing with such problems they must endeavor for building an information age society.

Due to this challenging environment the organizations and companies are constantly looking to prospect and maintain a workforce of top quality employees. Though attracting and retaining great talent can seem like a never-ending quest. The success of every organization reckons on numerous reasons but the most crucial which affects the organization's performance is its employee. Human resources play a fundamental role in achieving an innovative and high-quality product/service. If the employees of an organization are satisfied with their jobs, the organization can achieve its goals very candidly. The HRM practices aims at optimal utilization and management of their human resource effectively in order to achieve maximum output.

There has been lots of research work on retaining the employees in different sector; however this article aims to provide an understanding of the role of employee engagement in retention of the employees.

The engaged employees are less likely to leave their job. If an employee has no emotional commitment to their job, there is a greater chance that they will leave to pursue a job that offers, for example, higher remuneration or more flexible work conditions.

This research paper utilizes an evaluative research methodology.

KEYWORDS
Employee retention, employee engagement, work life balance, job satisfaction, compensation.

Introduction
A basic concept of management states that manager works in organizations. Organization has three basic components, People, Purpose, and Structure. HRM is the study of activates regarding people working in an organization. It is a managerial function that tries to match an organization's needs to the skills and abilities of its employees.

Organizational practices implemented to elicit positive reaction from employees. Thus HRM practices are initiatives organizations put in place to achieve specific objectives such as motivation, and retention of employees. It may also be considered as the primary responsibilities of the human resource function within an organization (e.g., training, development, selection, compensation). It refers to the process of choosing the best workforce plan an organization can adopt to attain a goals/objective.

Employee retention refers to the ability of an organization to retain its employees. Employee retention is important in almost all the cases. It is senseless to allow good people to leave your organization because when they leave, they take away with them the intellectual property, relationships, investments (in both time and money), an occasional employee, or two, and a chunk of the organization's future. Employee Retention Strategies helps organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives.
Human resource builds and drives the knowledge assets of an organization, the value of which has been established to be many times more than the tangibles. In the present scenario, it is becoming important for organizations to focus on finding, developing, and retaining talented employees.

Objectives
To analyze employee engagement as an ingredient to retain the employees for the success of the organization.

Retention
To simply define Employee retention, it is generally recognized to be the sum total of efforts that go into retaining, or keeping, staff working within a business or organization. Employee retention refers to the ability of an organization to retain its employees. It can be symbolized by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). The word retention means: keeping, maintain. Employee retention also refers to, how organizations should work to restore their employees. Retention is a complex concept and there is no single recipe for keeping employees with a company (Chandranshu & Sinha, 2012).

Employee retention can also refer to the outcome of how many is retained per year. However, we see employee retention as a strategy, an effort by a business which supports current employees in remaining with the company.

It is a move by an organization to create an environment which keeps and engages employees for a longer time. Employee turnover Refers to the ratio of employees a company loses and have to be replaced to the average number of total employees.

Retention Factors
Studies suggests that retention strategies, which effectively satisfy the needs of all employees consequently enhances the ability for companies to adapt more effectively to ongoing organizational change. A brief introduction of the 12 retention factors working towards the preservation of an organizations most valuable asset – employees (Yazinski, 2009), examined in this study are provided in the following section.

1. Skill recognition
“Providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2009). Studies indicate fulfilling peoples need for acceptance by acknowledging individual work accomplishments prolongs employment of employees (Redington, 2007). A Study by Yazinski (2009) show trends of an increased number of job applicants seeking out companies that encourage employee input, growth, education, and teamwork, beyond the traditional compensation/benefit”.

2. Learning & Working Climate
When organizations want to retain their employees it is important to pay attention to the learning of employees. Letting people do more and learn more of what they are good at will encourage them to stay with the organization. In practice there are two approaches to the learning and working climate. The first, the gap approach, is the more traditional approach and emphasizes what is lacking or wrong or what does not function well in an organization. The process of problem solving generally starts with a diagnosis of the problem and results in a plan for intervention that can be implemented (Visser, 2001). Central to this is the comparison of the current situation with the desired position, which results in a list of deficits. As a consequence, such deficits should then preferably be eliminated by the introduction of learning activities (Verheijen and Dewulf, 2004). The second approach is the appreciative approach. In this approach the focus is not on analyzing the problem and repairing the defect, but in finding and enhancing solutions that already exist (Visser, 2001). It is a very person-
oriented approach wherein qualities and ambitions are the JWL 23,1 38 engine for the development process.

3. Job Flexibility
Job flexibility is vital for retaining employees of any age (Boomer Authority, 2009). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pleffer, 2007). Studies show that "flexibility" empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Eyster, et al., 2008; Scheef&Thiefoldt, 2004). Prenda& Stahl (2001) say that employees having job flexibility options report having higher levels of individual commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age.

4. Cost Effectiveness
A form of economic analysis that compares the relative costs and outcomes (effects) of different courses of action. Cost-effectiveness analysis is distinct from cost benefit analysis which assigns a monetary value to the measure of effect. Cost-effectiveness analysis is often used in the field of health services, where it may be inappropriate to monetize health effect. Typically the CEA is expressed in terms of a ratio where the denominator is a gain in health from a measure (years of life, premature births averted, sight-years gained) and the numerator is the cost associated with the health gain.

5. Training
Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

6. Benefits
The benefits you offer to your employees have a direct impact on your organization’s appeal as a workplace. Some employee benefits are considered standard for many jobs -- health insurance, for example -- but disability insurance, life insurance, wellness programs and other offerings can also help you stand out in a competitive market.

7. Career Development
The concept was first advanced by Frank Parson in 1909s and later Ginsberg et al, (1951), this concept have transformed from the view of career development as a development process by which individuals make occupational choices up to their early adulthood, to being viewed as a lifelong process of occupational decision making process that occurs at different sub-stages of one’s life (Patton & McMahon, 2006). The term career development had increasingly came at the end of twentieth century, to describe the psychological, sociological, educational, physical, economic and change factors combine that combine to shape individual career behavior over the life span(Patton & McMahon 2006). According to Blau (1998) It is the evolution or development of a career informed by experience within a specific field of interest, success at each development and educational attainment. Career development includes learning, developing and mentoring employees to ensure that they navigate their career path within an organization, which enhance productivity for an organization.

8. Superior-Subordinate Relationship
Miles et al. (1996) identified four major dimensions of challenges in superior-subordinate relationship through communication namely positive relationship communication, upward openness communication, negative relationship communication and job-relevant communication. Positive relationship communication focused on superiors seeking and being open to feedback from subordinates, showing an interest in them as people, being able to relate to them in a casual manner, and allowing them to take part in decision making processes. Upward openness communication was displayed by subordinates who feel comfortable with questioning a superior’s instructions and being able to disagree with his or her superior. Negative relationship communication was characterized by a superior ridiculing and criticizing subordinates. Lastly, job-relevant communication included job instructions, information about rules and policies, and supervisor’s feedback on performance. This fact has serious implications for the study of superior subordinate relationships in that problems are bound to arise when superiors/subordinates do not feel they are being treated fairly.

9. Compensation
Compensation might not be the most important factor in determining whether an employee will stay with you, but it can tip the balance. In addition to salary and wages, benefits make up your compensation package, and it’s possible to improve what you can offer your employees without spending more money. The better your compensation package, the more likely you will retain key employees.

10. Organizational Commitment
The concept of organizational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee’s dedication to the organization (Mester, Visser, Roodt & Kellerman, 2003). Researchers have distinguished between three approaches to study commitment, namely from an attitudinal, behavioral and a motivational perspective. In the context of this study, organizational commitment is regarded as an attitude as it relates to individuals’ mindsets about the organization (Allen & Meyer, 1990). Meyer and Allen’s (1991) three component model of organizational commitment is therefore of relevance to this research.

11. Communication
Effective communication plays an important role in the retention and motivation of employees. The morale of staff the employees is relatively high that illustrates that the relationships in their job are important for job satisfaction. It reflects that the overall atmosphere of the work area and rewards and skills acquired by the employees are important but they are useless if the supervision and communication is not comfortable enough for work. Results are revealing that if the work load is fair and employees are enjoying their work, it shows that employees have fair control over things and they feel fairly secure in their jobs. According to employees' response if they are not adequately paid for their jobs and that communication is not motivating them it leads towards dissatisfaction.

12. Employee Motivation
Motivation acts as a catalyst to an individual’s success. The team leaders and the managers must constantly motivate the employees to extract the best out of them. If an employee has performed exceptionally well, do appreciate him. Simple words like “Well done”, “Bravo”, “Good”, “Keep it up” actually go a long way in motivating the employees. The top performers must be in the limelight. The employees must feel indispensable for the organization. It is essential for the employees to be loyal towards their organization to deliver their level best.
Employee Retention Elements

To maintain employee retention the following elements need to be understood:

Diagram 1: Employee retention

The above diagram clearly indicates that the key elements to employee retention include an understanding of the personal and the job characteristics for an engaged and highly satisfied employee. This article tries to emphasize the role of an engaged employee for better retention in the organization.

Employee Engagement as an Ingredient to Employee Retention

Employee engagement is defined in many ways including, "we know it when we see it."

We prefer the following definitions:

Employees are engaged when many different levels of employees are feeling fully involved and enthusiastic about their jobs and their organizations.

Engagement is the willingness and ability to contribute to company success & the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy" according to a Towers Perrin study.
Diagram 2: Result of Employee Engagement

As outlined in diagram 2 above, the engaged employees are less likely to leave their jobs. If an employee has no emotional commitment to their job, there is a greater chance that they will change to pursue a job that offers higher remuneration or more flexible work conditions (Haid & Sims, 2009; Schaufeli & Bakker, 2004).

Enormous Research corroborates that engagement lessens employees' intention to leave. Over half of disengaged employees would consider leaving their current job for another opportunity, while only 25% of highly engaged employees would consider leaving. (Towers Perrin, 2003)

HR Responsibility towards Employee Engagement

Employee engagement demonstrates the commitment and energy that employees have towards their work and is an indicator of their involvement and dedication to the organization. The engaged employees exhibit higher productivity, satisfaction and loyalty to an organization.

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<th>HR Responsibility</th>
<th>Related to Employee Engagement</th>
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| Strategic HR Planning   | ➢ Strategic HR planning links HR management directly to an organization's strategic plan that enables staff to have meaningful roles tied to the strategic direction of the organization  
  ➢ Strategically planning how an organization will meet its current and future HR needs |
| Operational HR Planning | ➢ The organizations put in place HR practices to support management and staff in achieving their day-to-day goals  
  ➢ The HR management practices and activities need to be planned to answer the question: "Where is our organization going and how will it get there?"  
  ➢ An operational plan ensures that employees are properly supported |
| Compensation and Benefits| ➢ The compensation is an important factor in job satisfaction  
  ➢ An employee who feels adequately compensated monetarily is more likely to stay in organization |
| Developing HR Policies  | ➢ Policies and procedures both communicate the values of your organization  
  ➢ And also provides with a process to follow which can help them confidently approach difficult situations. |
| Job Descriptions        | ➢ Job descriptions are basic HR management tools that can help to increase individual and organizational effectiveness  
  ➢ A well-written job description sets an employee up for success  
  ➢ It also show how an employee's position contributes to the mission, goals & objectives of the organization |
| Performance Management  | ➢ Performance management helps the manager/supervisor & employee work together to plan, monitor & review an employee's work objectives or goals and overall contribution to the organization  
  ➢ Motivates employees to perform best  
  ➢ Establishes clear communication |
| **Training & Development** | ➢ Provides ongoing, constructive performance feedback  
  ➢ Establishes plans for improving performance  
  ➢ Identifies the skills and abilities of each employee  
  ➢ Identifies individual employees for more challenging work  
  ➢ Assists and supports staff  
  ➢ Contributes to the succession management plan |
|-------------------------------|--------------------------------------------------------------------------------------------------|
| **Workplace Diversity** | ➢ Creating an environment where people feel welcome and safe from harassment and discrimination  
  ➢ Motivates staff to perform  
  ➢ Absenteeism and performance problems decrease as productivity, morale and employee retention increases |
| **Work Teams and Group Dynamics** | ➢ When you develop and support effective teams, you enhance the power and feeling of satisfaction of individuals working on the team  
  ➢ When a team works well, it means that staff trust one another and that leads to better sharing of knowledge and understanding |
| **Conflict Resolution** | ➢ In a healthy workplace, there will be conflict  
  ➢ Having a conflict resolution policy and a process will mean that conflict is constructive and not destructive |
| **Workplace Wellness Initiatives** | ➢ A healthy workplace means more than just warding off colds and the flu  
  ➢ It is more holistic and takes into consideration the physical, spiritual, environmental, intellectual, emotional, occupational and mental health of employees  
  ➢ Wellness promotion doesn't just benefit the employee — an organization filled with healthy, balanced and fulfilled employees is a productive workplace that retains its employees |
| **Employee Recognition** | ➢ Giving employees a sense of shared values and purpose by creating a relationship with them is important  
  ➢ When you thank employees you value them and that, in turn, is motivating  
  ➢ Updating staff on organizational issues through internal communications like e-mail updates and newsletters builds the sense of team and their value to the team |
| **Staff-volunteer relations** | ➢ Develop a sense of team with staff and volunteers contributing to the organization's mission |

**Conclusion**
The study offers focus on employee engagement as an ingredient for retaining organization employees. It’s clear that appropriate retention factors extensively support an Organization in order to retain the employees. In order to foster a comfortable environment that encourages and inspires employees, managers need to incorporate motivation-building practices as a DNA to organization culture. These practices include listening to employees and respecting their opinions in a positive manner, which can include rewards on performance, and being accessible to them for everything from listening to their ideas and concerns to assisting them with their career progression. Study lighten the importance of employee retention elements and explain the HR responsibilities toward employee engagement. The collective effect of all these results in increased motivation, which in turn increase performance and retention of employees in an Organization.
Bibliography