



INNOVATION IN EMPLOYEE ENGAGEMENT FOR A COLLABRATIVE INDIA

Punith Raj N

Assistant Professor, T John College, Bangalore .

Abstract

By drawing on the Job Demands and Resources Model, this review article develops a conceptual framework to advance theoretical understanding of the relationship between job-related demands and resources, employee well-being and innovativeness. In conditions characterized by too high levels of demands, employees may suffer from burnout. When job resources are high, they are likely to feel engaged with their work. Burnout in turn can be seen as an inhibitor of innovativeness, and work engagement as an antecedent to innovativeness, mediating the effects of resources and demands at work on innovativeness. We further argue that innovativeness can function as a resource or a demand, depending on how it is managed. In addition to understanding the dual role of innovativeness, the identification of job-specific demands and resources is central to supporting employee well-being and, subsequently, innovativeness. The implications of the proposed conceptual framework for academic researchers and managers are discussed. Now it plays a vital role in the organisation development.

Keywords: Employee, Retention, Satisfaction.

Objectives

- To know the importance of employee engagement
- To know the innovation in employee engagement
- To know the advantages and disadvantages of employee engagement

Meaning of Employee Engagement

Employee Engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values.

Importance of Employee Engagement

- **Better staff retention**

Highly engaged employees are 87 percent less likely to leave your company than disengaged employees, according to Hay Group study. Turnover not only has a disruptive effect on your business and services but also adds an additional expense in terms of recruiting, onboarding and training new employees -- plus paying for the lost opportunity costs until their roles are filled. Altogether, these issues can cost your company anywhere from 16 percent up to 213 percent of salary depending upon the role.

- **Higher profits**

Companies with engaged employees achieve much better profits: A study by Towers Perrin in 2008 showed that organizations with engaged employees experienced a 19 percent increase in operating income over a 12-month period, compared to a 33 percent decrease in companies with disengaged employees.

That's a 51 percent difference in profitability between companies with engaged staff compared to those with disengaged staff.

- **More innovation.**

Employees who are engaged are more open to innovative ideas and new tools. They're thinking about ways to enhance the work they do, rather than just performing the bare minimum required. This attitude is a prerequisite for innovation.



- **Improvement to a company's reputation**
Your staff are the ambassadors for your company, and what they say about you has a direct impact on your reputation. Employees who are happy and speak well about your company increase its reputation and attractiveness to other potential employees, as well as possible customers.
- **Improved recruitment rates.**
A workplace known for its engaged workforce will attract highly productive employees who will be as engaged as your current team. Not to mention that happy, connected employees are far more likely to recommend their employer to friends and acquaintances.

Innovation in Employee Engagement:

- **Celebrate employees work anniversary**
Celebrate your employees work anniversary by giving them a small gift after they complete a year within the organization. This is a very effective employee engagement activity.
- **Offer flexible work timings if possible**
If the organization culture permits, and if the nature of the work is not time bound, employees should be given the option of flexible work timings or work from home option. This can help in controlling employee attrition and increasing productivity.
- **Encourage and identify innovation**
It is very important to encourage innovation in your organization after you have identified it. Have projects in which employees of different departments are involved and there is a possibility of incredible ideas to implement for the business.
- **Sports Competitions**
Introduce sports competitions such as inter department football games, cricket matches. This is an excellent team building exercise as well as a good form of physical and mental exercise.
- **Welcome employees in style**
Welcome your new employees in style. It could be gifting witty or creative presents like personalized t-shirts, coffee mugs, bags, etc.
- **Encourage brainstorming sessions**
It is essential to keep the creative juices flowing within the organisation. The sessions should be kept with an open mind and no discussion to be termed wrong and without criticisms. If the employees are allowed to speak their mind it benefits both the employee in increasing engagement as well as the organization.
- **Bring in an Inspirational personality**
It may sound like a bizarre idea but it can actually work. Try to bring in a motivational personality/speaker to inspire and motivate your staff. The person could be someone from the same industry to increase employee engagement.
- **Introduce and encourage a healthy and happy lifestyle**
Due to high stress levels it is difficult for employees to take care of themselves. You can help them by starting off with small things such as stacking your companies' refrigerators and cabinets with healthy snacks. On a broader level, you can help them with providing a gym membership, yoga classes, and massage appointments to decline their stress levels.



- **Create an internal social networking site for the employees**
Build an internal social social networking site for the employees. This is beneficial for organizations having offices at multiple locations. It helps bridge a gap between the top management and the employees at junior positions.
- **Introduce Charity**
You can help your employees in participating in some kind of community services, donating money, attending orphanages or old age homes which will make them feel like a better person and help them not only professionally but also personally.

Advantages of Innovation in Employee Engagement

1.Motivates the individual

The first and foremost advantage of employee participation is that it helps in motivating the employees. This is because when the employees are said to participate in important meetings they also feel special and get encouraged for delivering good work in the near future. This motivation is one of the best employee engagement benefits.

2. Expected output is good

The performance of the employees gets affected in a positive manner. The employees start performing better after getting motivated. Motivating employees is also very important because it helps in the growth of employees as well as the organization.

3. Creative work is delivered

The more the participation, more the work delivered is creative. The employees get a broader sense of perspective which also helps in increasing creativity of the employees. That creativity is seen in the work though.

When diverse group of employees will be there to participate in a discussion, it is obvious to get creativity in the work as every person would give his or her own idea and that ultimately will distinguish the work from others.

4. Sense of superiority

The employees like the subordinate ones when getting a chance to engage in important business activities of the company, will feel superior and important. This way the sense of inferiority vanishes and they also gain confidence at the workplace.

The hesitation of being inferior gets away and the confidence of working in the same work environment retains forever. This is one of the benefits employee engagement provides.

5. Decision making becomes effective

The outlook of the employees get broadens which helps in effective decision making. The decision making process is not every one's cup of tea but when the employees are exposed to environment where they get motivated for their participation, the decision making ultimately gets strong.

So, the employee participation of engagement of employees in the decision making process becomes strong and effective.

6. No extra employees would be needed

When the work of superiors is given to others as well, the need of hiring the other or say extra staff gets vanished. The individual gets a chance to prove their potential as they get a good platform to perform. So, in one way it also helps in providing a good platform.



7. Platform to prove potential

The employees get a solid platform to prove their potential. Otherwise it might be difficult to prove their might because it usually happens that the employees fail to get chances as the same are taken by the other superior ones. So, for this reason too it is important to give subordinates a chance to participate in policy making and so on.

8. Employees get added value

The employees when participate in the different decision making processes, they get advantage of added value. Their value increases over the other people in the organization.

Their presence is felt and this is what makes them more happy and motivated. Their motivation ultimately helps in providing good outputs.

Disadvantages of Employee Engagement

1. The top policies are revealed

Sometimes there are some policies which are not to be discussed by the company to the subordinates. Some things are to be kept in secrecy so in such a case, it is not good to engage the subordinates in to the major discussions or say into the meetings or the workshops and so on.

2. The difficulty to match the IQ level

The meetings in which high officials sit and discuss, it becomes difficult for the members to match the discussion as per the subordinates. So, this way the conversation gets imbalanced and the difficulty level increases to larger extent which is not a positive sign as it not just wastes time but also it waste lot of energy.

3. Security is at a greater risk

Sharing the valuable information with high chunk of employees in organization can term into greater risk as the chances of getting information leaked is more. Not just this, it also wastes lot of time and money which is a big disadvantage for the company.

Also you never know which employee would spread the word about the important information and this is how the information gets leaked which is not good for the health of a company.

4. Liberalizing them

The subordinates get enough freedom as they are somehow given freedom and authority like superior only. So, the freedom should be given as per the responsibility and the authority of the individual.

If the subordinates are given more freedom, there are chances that out of freedom, they might not perform well thinking they are now no longer subordinates as they share equal space like other's in the meetings and the seminars. So, for this reason too, it is important not to engage the employees during the discussions.

5. Making them understand the thing sometimes is very difficult

The content to be discussed in the meeting needs to be communicated to the members. It is easy for the company to make the content easily understand the other members who are regular participants of the meetings but it is very difficult to make the subordinates understand the similar thing. It is because of the position as well as the difference in the experience of the employees.

So, before making the subordinates participate in the discussions, the members will have to make an extra meeting so as to make the concept clear to them.

6. Regular updates are to be given

For the employees to be participative in the meetings and discussions, it is important for the board of directors to let them know about the context. So, for this reason, it is important to provide updates to the employees or they



might act as a dead pan during the meetings. Also the meetings would not be interactive enough which means the discussion goes in vain.

Conclusion

Employee engagement is very important in an organisation. If employees are treated properly then they help in the organisational development. Above we have discussed about the importance and innovation in employee engagement along with advantages and disadvantage. If employees are engaged properly then they will contribute more to the organisation and it is necessary to bring some innovation in employee engagement like celebrating birth day, work life balance, involving employee in decision making and so on.

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