CHAPTER 1
INTRODUCTION

This Chapter gives a brief picture about Employee Engagement.

1.1 INTRODUCTION

Employee Engagement has become a popular idea in and for practice. It influences productivity, retention, profitability, customer loyalty and satisfaction. Companies like Sony, American Traffic solutions, Travel port have employee engagement in the title. Employee Engagement is nothing but the level of involvement and enthusiasm to work. It can also be said as the willingness to help achieve the organizational and individual goals. It caters both from the personal and from the organization side to trigger the involvement to work.

Employee Engagement is defined as the emotional attachment that the employee has towards his organization and its values. The bond between the employee and his organization is Employee Engagement. A truly engaged employee will Say, Stay and Strive for his organization. He will be motivated and works round the clock enthusiastically for his organization. He increases productivity, develops team work and creates a successful working environment.

The difference between an engaged employee and a non-engaged employee lies in the hands of the organization. The organization must work hard in bringing out full potential of its employees. If done so, then it becomes easy to satisfy both its employees as well as in gaining its market share. The success formula lies in the hands of the organization and its management.
In order to build Employee Engagement, employees need to satisfy 3S and 3T’s of engagement. Employees need to advocate for the company (Say), employees need to continue providing their talents to the company (Stay), and employees need to focus their energy and effort toward exceptional performance (Strive). Once an employee satisfies these 3S, they feel a positive sense of energy towards their job. They speak positively about the organization to their coworkers, potential employees, and customers. They have an intense sense of belonging and desire to be part of the organization and its values. They will be motivated and exert extra effort towards their job and organization.

The 3T’s of engagement are Tickle mind, Touch heart, Train mind. Tickle mind is motivating the employee to complete his task, touch heart is making him being satisfied with his work that in turn satisfies his mind and train mind is providing correct training and development programs.

Once an employee crosses 3S and 3T’s of engagement he becomes eligible for the next step in being engaged. Organizations take extra effort in engaging their employees in order to get quality work, higher team work, more productivity and more importantly satisfied employees who further create satisfied customers.

This Study investigates the interrelationship among the Two Dimensions of Employee Engagement (Job and Organizational Engagement) with constructs such as Job Involvement, Job Satisfaction and Organizational Citizenship Behavior. The study was conducted among different categories of 400 Employees working in Five Corporate Hospitals in Madurai. The research also measures the level of Engagement among the Employees and its association with Employee Category and Income Level. Results of the Study revealed that both Income and Employee Category significantly influences Job and Organization Engagement. Job Satisfaction and Organizational Behavior
significantly influence both Job and Organization Engagement, whereas Job Involvement influences only Job Engagement. Also the income and employee category significantly influences the level of employee engagement. These results suggest that organization have to adopt different strategies to improve the various factors which ultimately increase the level of Employee Engagement.

1.2 CATEGORY OF ENGAGED EMPLOYEES

- **FULLY ENGAGED**
  Fully engaged employees are those who perform better and give their best i.e. their full potential towards their job. As a result, they produce more and give better results when compared to partially engaged and not engaged employees. They are the maximum output givers for the organization. They are satisfied with their job as well as their organization.

- **PARTIALLY ENGAGED**
  Partially engaged employees are those who are medium bread winners for the organization. They are in the middle of the road who do good but not the best. They yield lower results than the fully engaged ones.

- **NOT ENGAGED AT ALL**
  They are those who give very low output to the organization and are not motivated in their job task. They yield very low results and are not satisfied with their job and the organization. They need suitable Employee Engagement Development programs to move from not engaged category to fully engaged one. If not properly trained, they are liable to be removed from the organization.
1.3 CHARACTERISTICS OF AN ENGAGED EMPLOYEE

Engaged employees are important identities of an organization. They nurture the organizational goals and its values. The talent in converting a new employee to its engaged ones lies in the hands of the organization. The efforts taken in bringing out an engaged employee is not so far but depends upon the development programs that the organizations conduct. He who is engaged is satisfied with his job and his organization. It further helps in attaining the personal outcomes and the organizational outcomes. The characteristics of an engaged employee can be discussed as follows,

- Will Say, Stay and Strive for the organization.
- Builds positive energy working environment.
- Produces more when compared to a non-engaged employee.
- Helps to generate more engaged employees.
- Both personal and organizational objectives are achieved.
- Is satisfied with his job and his working organization.
- Generates a competitive working environment.
- Quality output, increased profitability is assured.
- Helps in bringing out full potential of its employees.
- Drives motivation, team work, good co-ordination and healthy relationship between the employees.
- Nurtures and helps in creating a successful organization.
- Helps to gain more market share with its positive work force.

Hence an effort should be taken in building engaged employees who change the scenario for an organization. He who is engaged creates more engaged employees like him. Once the organization take steps in conducting Employee Engagement development programs the above said qualities can be developed in an employee. Thus the characteristics of an engaged employee.
Thus the concept of Employee Engagement happens or can be instigated to the employees only when the factors and the drivers of Employee Engagement is measured properly in an organization and is made available to the employees in the right time and in the right place. Once an employee is engaged, he creates a positive work environment and also helps to spread the positive energy to all his colleagues and people surrounding to him. The organization, in this case the hospital benefits out of it and earns a name for it.

During economic slowdown or even during crisis, employee’s support plays a crucial role. Hence organizations need to foster and rethink twice before implementing strategies. Hence proper planning and good Employee Engagement development programs are necessary to attain the goals of the organization as well as its employee’s welfare.