

Employee Engagement – A Globalized View

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ABSTRACT

While looking for employee engagement, employees are considered as the asset for each organization. The organization partially depends on its employees while concentrating for business or the profit purposes and the organization wholly depends on its employees when they set a goal for long term run and organization success. For this complete dependency, the organization must have their employees engaged in their job. The objective of this paper is to understand the globalized view of employee engagement. This paper relies mostly on secondary data. It is a qualitative research paper. The research found that there is an improvement in employee engagement at the global level annually.

Keywords:

Employee, engagement, global, organization

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INTRODUCTION

Employee engagement is a long term commitment between the employees and the organization. For the organization sustainability in international markets employee engagement is considered as an important strategy engaged employees are more committed to their work feel connected to the organization's value, mission and feel connected to the organization's value, mission and vision(Taneja Sonia et al., 2015). Rewards and recognition was the strongest driver of engagement globally, followed by leadership, career development, employee value proposition and enabling leadership(Aon, 2018).

OBJECTIVE OF THE STUDY

- The primary objective of the study is to understand the globalized view and
- To explore the annual global level of employee engagement.

EMPLOYEE ENGAGEMENT DEFINITION

Kevin Kruse(2012) defines “Employee engagement as the emotional commitment the employee has to the organization and its goal”

Jim Whitehurst(2012) defines “employee engagement as the art of getting people to believe what you want them to believe”

Jocelyn stange(2020) defines “employee engagement is the strength of the mental and emotional connection employees feel towards their places of work. It is not the same thing as happiness, satisfaction or well-being”.

ENGAGEMENT BY COUNTRY

According to the Global Employee Engagement Index Survey report, 56 different countries work-related opinions of employees were collected through employee matrices on 23 Human resource themes including Employee Engagement, Role Clarity, Employee Motivation and Organizational Commitment. The report predicted the score value of Engagement in North America to be 7.5%, South America to be 7.5%, Europe to be 6.9%, Africa to be 7.4%, Asia to be 6.9% and Pacific to be 6.8%.

Overall global employee engagement score as 7% where engagement indication score tend to rise 0.3% globally(GEEI)

75% of the organization find difficulty in choosing the right man for the right job which reflects on challenges in talent attraction(Pritchard, 2015). Also, he states that talent attraction is not only the major problem faced by the organization globally, engaging the employees are a major drawback (2015)

(Pritchard, 2015)The global survey of 7,295employees across 20 countries was gathered to measure employee engagement and the driving factor of employee engagement. According to the report, India Ranked top most level with engagement Index of 78% where Japan ranked the least engagement index of 45% among 20 countries. The other 18 countries were Brazil(71%), China(69%), Turkey(69%), USA(68%), Russian Federation(68%), Canada(65%), Australia(65%), Italy(62%), Switzerland(62%), Germany(60%), UK(58%), France (58%), Spain(58%), Netherland (56%), Singapore(54%), Austria(52%), Sweden(52%) and Hong Kong(51%). This report of Employee engagement was measured using “Say”, “Stay” and “Strive” model

Say: "Pride and willingness to advocate"

Stay: “A sense of belonging and contribution”

Strive: “Going the extra mile”

This model further leads in predicting the drivers of engagement. Also the analysis segmented engagement as five classifications as the global profile of employee engagement. They are:

- Disengaged (7%)
- Highly engaged (21%)
- Engaged (40%)
- Fence-sitters(23%)
- Critical stayers(9%)

The drivers were “the way we work”, “Job role”, “Equality and feeling valued” and “wellbeing” are

the key themes driving engagement globally. Engagement formulas were also brought up with the global survey as

- Employee engagement and Innovation leads to Creative Engagement
- Employee engagement and Healthy workplace leads to Sustainable engagement
- Employee engagement and Diversity leads to Inclusive engagement

GLOBAL ENGAGEMENT CHALLENGES

GENERATION

"...with at least three generations of employees co-existing in the most workplace, managing difference and often conflicting need is a major organizational challenge"(Pritchard, 2015).

The power of positivity plays a major role in engaging the employees. Generally, it is observed as millennials (classified as 18-30 years old) are the most positive and baby boomers (51 years old and above) with generation X(31-50 years old) in the middle in their job engagement which prevails "perception of leadership, innovation, learning and development, pay, health and well-being policies and performance management"(Pritchard, 2015). This can be overcome by paying attention to each generations strength, supportive managers, better communication and by developing opportunities(Roddan, 2017).

LEADERSHIP

86% of the HR professionals found that leadership development remains the greatest challenge globally(HR reflection survey 2014). Senior leaders are trusted more with better communications(Pritchard, 2015). According to Sally Winston, Head of employee research strategy and Insights says that if the line manager is disengaged or dissatisfied with their job then it will influence non-managers, this further negative impact can be depleted by providing strong and vibrant communication, guidance, supporting, motivating to engage line managers by leaders and middle managers. Teams and trust in team

members are found to be the most influential factor in employee engagement (Hayes et al., 2018).

COMMUNICATION

Communication gets arose whenever the topic of leadership style gets lack or leadership is seen as a challenge in engaging employees either resolving a problem or talking about the growth of employee communication plays the lead role. A better and honest way of communication predicts organizational growth. Breakdown in communication from top and middle management is seen as an organizational drawback in growth(Pritchard, 2015). Employees demand managers with better communication skills to inspire and lead them in their job.

According to ADP research on global engagement study, ten key findings were found(2018).

They are:

- “Global engagement level (16% of employees are ‘fully engaged’)” have not

changed in the past three years overall but engagement in some countries has shifted significantly”

- “Being on a team increases engagement”
- “Organization do not understand or act on the vital power of teams”
- “Trust in team leaders is the foundation of engagement”
- “Knowing what is expected and using their strengths make team members engaged”
- “Gig workers are engaged, especially when they are part of a team”
- “Virtual workers are more engaged those who travel are less engaged”
- “More educated and higher-level workers are more engaged”
- “Millennials are slightly less engaged than baby boomers”
- “Women are slightly more engaged than men”.



Source: Computed from Secondary Data

Top engagement driving dimensions in 2018 were as follows(Aon, 2018)

1. Reward and Recognition
2. Senior leadership
3. Career opportunities
4. Employee value proposition
5. Enabling infrastructure

(Oehler & Adair, 2019) found that three focused areas for driving employee engagement

1. Organizational Agility (Global score found to be 60%)
2. Engaging leadership (global score found to be 66%)
3. Talent focus (global score found to be 56%)

Employee experience, culture, HR exposure, technological advancement, frequent feedbacks are the key challenges in the organization when it comes to engaging the employees (Oehler & Adair, 2019).

CONCLUSION

While analyzing the secondary data, global engagement level getting increased annually. To be a successful organization, every employee must engage themselves with the mission of the organization with clear expectations by strengthening values to understand the job characteristics of every employee in the organization. Team building, trust and communication plays a major role in influencing employee engagement globally. Engagement can also be fueled by removing job ambiguity and recognizing good work by motivating the younger generations at work. Leaders effectively engaging their employees at work tend to be very successful and make a profit in the organization.

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