

Chapter-3

Models of Employee Engagement and Their Applications

- 3.1 Different Types of Models for Employee Engagement
- 3.2 Practical Implications for Different Models
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CHAPTER 3

MODELS OF EMPLOYEE ENGAGEMENT & THEIR APPLICATIONS

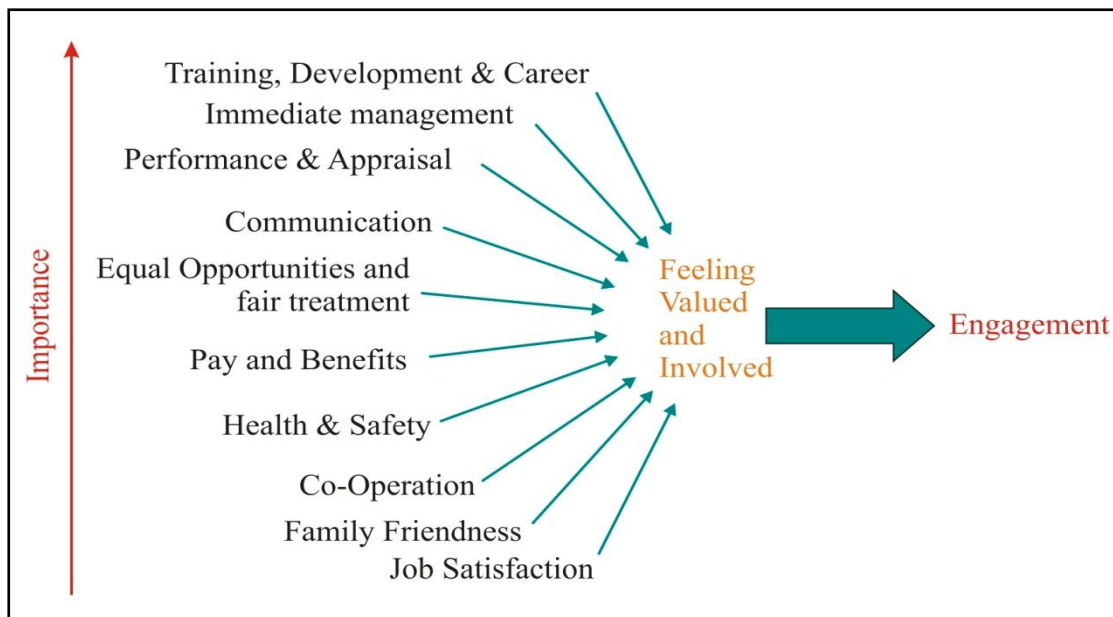
3.1 DIFFERENT TYPES OF MODELS FOR EMPLOYEE ENGAGEMENT

Engagement of employees is really gaining up heat these days. Highly engaged employees used to feel and react in ways that shows greater levels of commitment towards the company. They pay the full degree of their knowledge and abilities to help an organization succeed and even encouraging others to do so as well. They recognize with the company's mission, values and products, and establish a real linking to the work they do, along with a sense of pride in doing it well. There are different kinds of engagement like Intellectually Engaged employees who are constantly improving the company with creative ideas and maintaining a positive view of both the company itself, and their relationship with it. Second is Emotionally Engaged employees are who are proud and enthusiastic and passionate about the company. The third one is Behaviorally Engaged employees who are willing to go above and beyond for the company, their customers, and their team members while advocating on behalf of company and remaining loyal.

There has been a pool of models given by various gurus, scholars for employee engagement. The various models are:

IES Model of Engagement (2003):

An IES survey in year 2003 has identifies ten factors that will lead to employee feeling valued and belongingness or in other terms engaged. The IES engagement model demonstrates the strong relationship between feeling valued and involved and engagement. The various findings suggest that many of the drivers of engagement will be communal to all organisations, regardless of industry; however, some unevenness is likely.



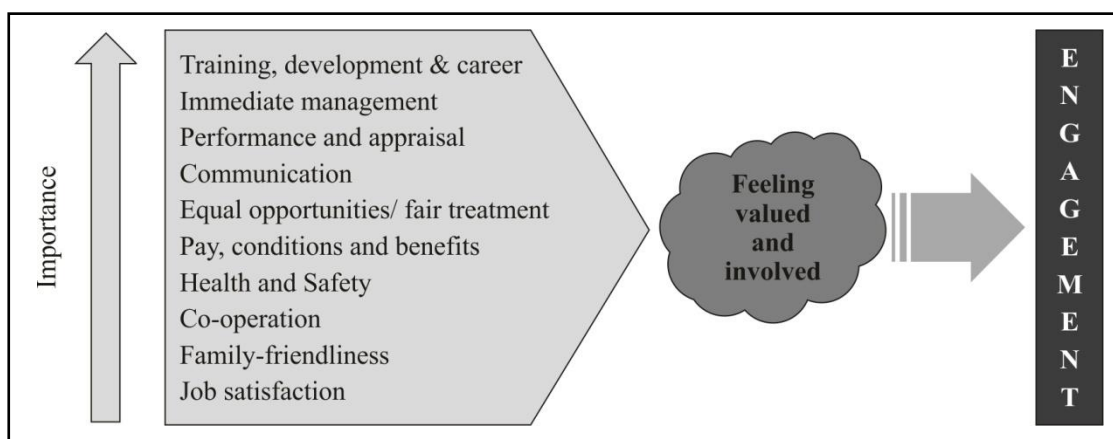
Source IES Survey, 2003

Figure-3.1: Engagement Model (2003)

The model gives emphasis on the feeling of valued and involved that an employee gets while working in an organisation. A feeling of involved gets through co-operation, family friendliness, communication and feeling of valued is earned by equal opportunities, fair treatment, training and development.

Robinson Model of Employee Engagement

Robinson et al in 2004 gave model of employee engagement which gives emphasis on the feeling of valued and involved by the employee of an organization. The feeling of values comes from a lot of policies and practices that are followed in the organization. They are like training and development, communication, Co-operation makes the employees feel about being valued, job satisfaction, family friendliness and immediate management makes them feel involved with the organization.



Source: www.b2binternational.com

Figure-3.2: Robinson's (2004) Model

Schmidt Model of Employee Engagement

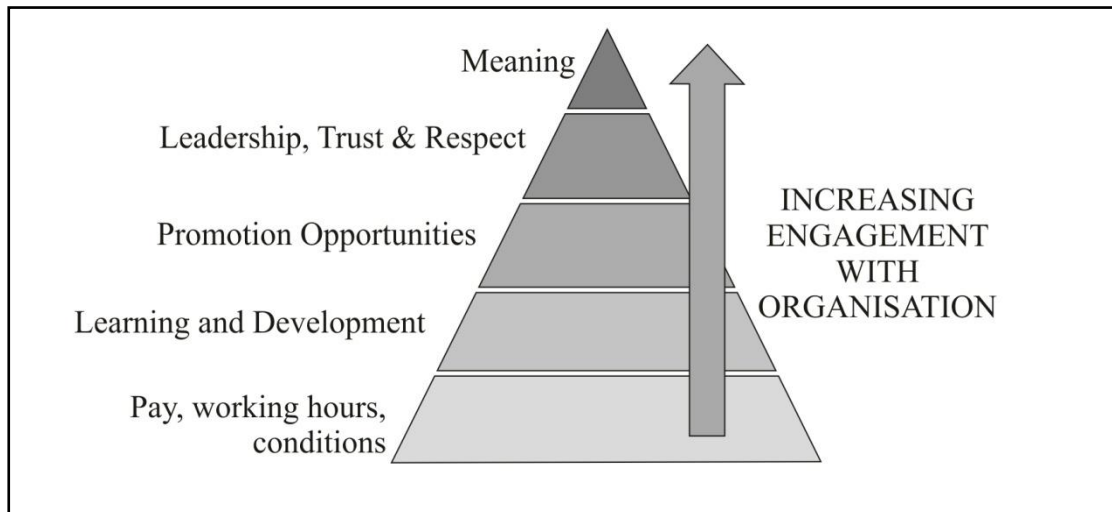
This model (in 2004) suggests that the bases of engagement lies in the policies to recruit and to retain the right workforce in terms of specific competency, knowledge and experience Retention for right workforce and for promoting health, safety and wellbeing. The step goes for with recruiting right candidate for the organization, then it is important for their healthy well-being, workplace well being which will ultimately lead to engaged employees and for overall profitability for the organization.



Source: Schmidt (2004)

Figure-3.3: Employee Engagement Model By Schmidt

Penna's Model of Employee Engagement (2007): Penna (2007) has given a hierarchical model of engagement factors, which illustrates the impact each level will have on the engagement and retention of talent in an organization. He said that the meaning at work if once achieved, will lead to employee engagement. This model has given hierarchy which starts at basic working conditions, then learning developing, career growth and advancement, then good leadership, trust and respect which will lead to better meaning for the job of any employee. If a person receives meaningfulness in that job, it will help to better attract good employees, retaining them and for engagement of the employees. If the organization successfully achieves these engagement factors, it will be big achievement for having engaged employees.



Source: Bhatla (2011)

Figure-3.4: Penna's (2007) Hierarchical Model

The Zinger Model of Employee Engagement (2009)

David Zinger (2009) proposed a zinger model of employee engagement. He attempted to balance organizational inputs, leadership inputs, and individual inputs in developing and fostering engagement. He said that full engagement can be brought down when efforts are put from organization, leaders and employees.

The **organization contribution** in helping employee engagement are:

1. Developing a culture where employee engagement is valued, discussed and shared. The employees should be recognized and appreciated.
2. Employees should be asked about their problems and roadblocks should be removed.
3. Ensuring that top leaders in the organization supports to employee's engagement, they are willing for investing in organizational resources into the engagement initiatives.
4. Helping the employees for making out the benefits of employee engagement for themselves and for the customers.
5. Educate the leaders and managers within the organization on how to grow employee engagement.

The Leadership Inputs to Employee Engagement are:

- *First engage yourself:* A leader can engaged others when he himself is engaged. So he needs to be engaged himself first.

- *Engaging conversation:* This model says that engagement can be only brought by paying attention to your employees. Its not only concerned about announcement of policy or just listening.
- *Be Strong and Strengthen Others:* According to this model, the employees should be consulted about their strength and try to develop those. They should be motivated to look at their strength and wok on their weakness.
- *Apply the Simple and Relevant:* Leaders must encourage others to find the simplest and relevant things to speed up engagement.

Individual Employee contribution

There are also individual employee's contributions to his/her own engagement. They are:

- *Focus on the contribution:* The employee should focus on the contribution part more. There should be more vibration of positivity. This will lead to more positive approach towards engagement.
- *Head of your personal contribution:* The model has given emphasis on channelizing the energy of employees in right direction. Every human being has some energy. There is need to channelize energy in proper direction. They should be chilled out with some fun and other activities.
- *Own your work:* There should be ownership for your work. One's work must be signature of what he/she is.
- *Obliterate the 'If' Only:* Really waiting for some other to do work before you proceed for anything.

The Ten Building Blocks

Zinger has suggested that there are ten blocks that are represented in the form of pyramid. The ten blocks are keys for creating, sustain and enhance employee engagement. The model is simple and unique. Each element of the model has a bold image to represent the foundation of that block. The model was greatly inspired by the work of the Egyptian pyramids which shows success. Even the inspiration came from former U.C.L.A winning basketball coach John Wooden's pyramid of success.



Source: David Zinger (www.davidzinger.com)

Figure-3.5: Engaged Model By David Zinger

The pyramid offers the big picture of what can be done for engagement while offering the ability and structure to tackle one block at a time. Many people are overwhelmed by work and perceive engagement as yet another task. With this model you can focus on just one block at a time for a day, a week, a month, or even a year. The model can be used by different people like leaders, managers, and supervisors to nurture engagement or heighten their own engagement.



Achieve Results. This symbol is directed towards the achievement of results. The employee should be clear about what he wants to achieve and when he will be able to do that.



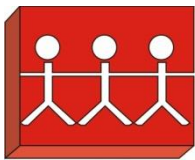
Excel at performance. Engagement for result can contribute for effective performance management. High level of performance by the employees is also one of the result of engagement. Good employee engagement should adoptive star performers.



Path Progress: Engagement can be brought to employees by giving considerate value for the path progress of employees. Employees should be helped in crafting their career and deciding the career path. Path progress is in the second row to specify how imperative this building block is for managers to rise employee engagement. It is paired with maximize performance as these practices work together to achieve results.



Recognition: The high Potential employees often require powerful recognition. Proper recognition policy of the organization will also help employees towards employee engagement. It assists the employees to better relate the recognition with the worth they have in their organization and also with their work.

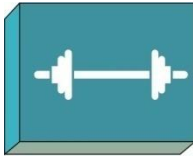


Foster Community: A strong crucial of employee engagement is the connection to relationships and community. Relationships do matter for everyone on earth. The Organizations that do not alter themselves into communities are in risk of becoming obsolete or ignored. Relationships and relationship building are a basic foundation of employee engagement. As there is one definition of management which suggest for getting work done through people but in an engaged office work is done along with people. In an organization, we have relationship with people not with the asset. A Manager who has capability to value relations and building relations, are more successful than others.



Master Moments: This model give emphasis on living the moments. This model says for living the moment at best. Working in a moments results in reducing stress among employees. Normally person gets stress out when they think about future or regret about past, but when they live present moment they can concentrate more and give their best. By practicing on one particular task, employee can better work done. The employee should not try to rushing to do more for the task instead the attempt to be made for getting deeper into that moment. Rechtschaffen offered a number of practical tips to improve our moments at work like going for meeting early and

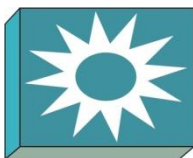
compose themselves before others arrive, if one task get finished off then taking a pause before starting other, even when waiting for elevator the person should think of present instead of succumbing to the rush and anxiety of tasks.



Leverage Strengths: Employees should be appreciated for the strength they have. Employees should be aware of their own strength first, only then they can appreciate others for their strength. People should accept themselves first, they should not try to just change as people says. They should work on their weakness and then improve on that. In today's scenario, successful career are not planned in advance. It can only happen when people are prepared for the opportunity and have assessed their unique characteristics.



Make Meaning: The employees should feel meaning in their work. If the employee feels meaning in the work, then they will give their best for that. Meaningful progress is one of the best events of a workday. For work to sustain and enrich people it must be meaningful. There are many ways for creating meaningful work like focusing on meaning aspect rather on money, lead on purpose, build abundant leadership etc. Organizations, managers, leaders, and employees must learn how to co-create meaningful workplaces.



Leverage energies: There should be proper consumption of human energy. The energy that is channelized in right direction serves a milestone for getting success. Powerful engagement involves mastery of mental, physical, emotional and organizational energy. Energy not time is the vital resource for engaged working.



Experience Well-Being: Ultimately the work should always contribute to employee well-being. Employees should feel healthy wellbeing that will help in engagement. Ultimately the profit or performance of an organization will depend on well-being of the employees.

3.2 PRACTICAL IMPLICATIONS OF MODELS OF EMPLOYEE ENGAGEMENT

The various models given by various authors have various practical implications. The IES model of engagement given in year 2003. The model demonstrates the strong relationship between feeling valued and involved and engagement. When an employee gets the feeling of valued and involvement than there are more chances for the employee gets motivated. The employee gets motivated by various means like training & development, immediate management, performance appraisal, fair treatment, pay and benefits, health & safety, co-operation, job satisfaction, family friendliness. Industries are trying their best to provide all benefits to the employees which are mentioned above. They government sector has really improve in pay and benefits to the employees. Recently they have implemented seventh pay commission for the employees in public sector. They are also taking care of health and benefits but in general they lack in providing that much training and development to the employees. Private firms on the other hand are rich in providing training to employees. They have good practices in performance appraisal. Private sector lacks in providing job satisfaction and job stability.

Schmidt model of employee engagement in suggested that the bases of engagement lies in the policies to recruit and to retain the right workforce in terms of specific competency, knowledge and experience Retention for right workforce and for promoting health, safety and wellbeing. The step goes for with recruiting right candidate for the organization, then it is important for their healthy well-being, workplace well being which will ultimately lead to engaged employees and for overall profitability for the organization. Recruiting right employees means to have employees who have right skills for the job and above that, he has right attitude towards job. The attitude helps an employee to get engaged for his job very easily. These kind of people take things easily in a positive manner which helps them to get engaged. The employees really like their organizations to take care of their health and well being. If the health of the employees are taken care than employees get a positive belonging towards the organization. Public sector has all the facilities to take care of the employees health, the private sector has also started to take care of the employees. This brings engagement in the employees which is very useful for the organization. If employee has right attitude and good health, they will be more engaged. Such highly

engaged employees are the source of good performance of the organization. A good performing employee will help an organization to build good image in the market.

Another model of employee engagement was given by Penna. He has given a hierarchical model of engagement factors, which has illustrated the impact each level will have on the engagement and retention of talent in an organization. This model has given hierarchy which starts at basic working conditions, then learning developing, career growth and advancement, then good leadership, trust and respect which will lead to better meaning for the job of any employee. If a person receives meaningfulness in that job, it will help to better attract good employees, retaining them and for engagement of the employees. If the organization successfully achieves these engagement factors, it will be big achievement for having engaged employees.

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The organization are trying to have more number of engaged employees. They are trying their best to have more number of engaged employees. For the same they are trying at organisation level, individual employee level and at the leadership level. Both public and private sector organisations are trying their best to inculcate such HR practices which will help them to have more number of engaged employees in their organisations.

3.3 RELEVANCE OF EMPLOYEE ENGAGEMENT IN TELECOM INDUSTRY

Telecom is one of the sectors that has gained lot of profitability and has contributed significantly to the country's economic situation. The rural area has huge potential for telecom still and needs to be captured for the growth of telecom and getting more profitability. Telecom sector can give a huge boost for the growth of the country. The sector has potential to get the access to the rural areas. There will be more requirements of employees for rural areas further the retention of employees is equally important. The Attempts are required so that the attrition rate should be cut down. The growth of our country India as a knowledge enriched economy will not be possible without the growth and extension of the Indian telecommunications and IT sectors.

Employee efforts will lead to better performance of the organization. For this, there should be more policies for improving employee engagement. Employee engagement is an idea that helps develop sturdy positive attitudes among people towards their work and their organization, and this really plays a key role in ensuring that they give their best even when times are tough.

Better Productivity: Employee engagement leads to better productivity of the employees. When employees are engaged to the job or to the organization, they give their best at the working domain. Disengaged employees normally lead to hamper the productivity as the employees resist for the co-operation and support for the company members.

Greater Profitability: Productivity and profitability are directly related. When productivity increases of employees then it results in greater profitability. Engaged employees are more productive and ultimate result of this comes in overall profitability.

Reducing absenteeism: Employees who are engaged are more dedicated to their jobs and give their best at work. The employees are disengaged are more susceptible for absenteeism. They are the people who run away from work and take lot of leave. Taking leave from the organization makes a big loss for the company and achieving deadline becomes a challenge. The attempt should be made for making employees engaged. Engaged employee will result in less absenteeism and more profit for the company.

Better Quality Product: For facing competition in this market scenario, the product quality needs to be taken at top priority. Engaged employees focus on quality as they are more dedicated towards their work. Quality Product helps in getting competitive advantage for the firm and a better brand image.

Better Relation in organization: Work environment in an organization is built up by the relations they share in the company. The better relations they have, the better the co-ordination among them. Engaged employee are positive towards organization and they spread more positivity in the organization. Engaged employees are more cooperative with others and this helps to develop good relations in an organization.

Reducing Attrition Rate: When employees are engaged then they will be happier with the organization and chances of leaving current organization will be less. Lower attrition rate helps to save cost of the company as well as also helps to build a good image in the market. More talented people will be looking forward for joining the organization. This will help to get good employees for the company and for better performance of the same.

Better Customer Satisfaction: Ultimate aim of the organization these days is customer satisfaction. Only happy or engaged employees can make customers also happy. The attempts should be made for creating more engaged employees which will result in better customer satisfaction.

Innovation for organization: Employee engagement is also one of the means of creating innovation and innovation indirectly can provide a means of engagement. Today innovation is required for the companies to survive in the competitive world. Organizations are today focusing on innovations and they are trying to motivate employees to proceed further in this area. Employees can be innovative in their approach if they are engaged. Disengaged employees have so much negative attitude that they cannot innovate or bring something new for the organization.

So the time requires for employee engagement for the employees of the organization. The unique feature of employee engagement is that it pulls all of the positive job and work attitudes together under one umbrella. Also it Advocates that when employee engagement is high, organizations do better. Employee engagement is

not very easy to achieve. It requires sufficient efforts for all people in the organization for employee engagement. In itself this is not a problem, but it is important to recognize that each of the different factors that are bundled together under the engagement umbrella do not have the same consequences or causes. For example, it is perfectly possible for someone to be committed to their job but not to their organization.

Although engagement is made up of many facets, there is one core component that managers and organizations need to grasp and take seriously: employees need to feel that their organization is genuinely interested in them. Focusing on how to get discretionary effort from people, or how to ensure that they believe in the organisation's mission, must not take priority over demonstrating concern over employees' wellbeing.

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