

‘A STUDY ON EMPLOYEE ENGAGEMENT THAT LEADS TO EXCELLENCE IN MANAGEMENT IN ADVERTISING AGENCY, LOWER PAREL, MUMBAI.’

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Abstract : The term employee engagement has gained considerable popularity in the past 20 years yet it remains inconsistently defined and conceptualized. Although much has been written on the subject, little rigorous academic research has been done. This gap has resulted in a disjointed approach to understanding and developing strategies around employee engagement within organizations. This research shows that the employees of the advertising agency in lower parel are highly engaged with the work as well as with the company.

Keywords: Employee engagement.

1 INTRODUCTION

“The challenge today is not just retaining talented people but fully engaging them, capturing their minds and hearts at each stage of their work lives.”

Employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, strategy, delivering service to their clients, rewards, leadership and company reputation, etc. For today’s different generations, access to training and career opportunities, work/life balance and empowerment to make decisions are important. Thus, to foster a culture of engagement, HR leads the way to design, measure and evaluate proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability.

Employee engagement has emerged as a critical driver of business success in today’s competitive marketplace. Further, employee engagement can be a deciding factor in organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR to set the agenda for employee engagement and commitment. Employee engagement is defined as “the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment.” Research shows that the connection between an employee’s job and organizational strategy, including understanding how important the job is to the firm’s success, is the most important driver of employee engagement. Job satisfaction—a term sometimes used interchangeably with employee engagement—is defined as how an employee feels about his or her job, work environment, pay, benefits, etc.

PROBLEM OF THE STUDY

“A study on employee engagement that leads to excellence in management in advertising agency, lower parel, Mumbai.”

OBJECTIVES OF THE STUDY

- ❖ To compare male engagement and female engagement level.
- ❖ To study factors that leads to engagement.

SCOPE OF THE STUDY

Limitations, assumptions and delimitations:

- ❖ Advertising agency in lower parel is considered for the research.
- ❖ Non probability sampling is done i.e quota purposive sampling. 50% of respondents are male and 50% remaining are female respondents.
- ❖ Because the survey was conducted using an internet based program, there is possibility that participants will be concerned about the privacy or confidentiality of their responses, causing fewer to participate fully.
- ❖ A major assumption of this study was that all participants would answer the survey questions truthfully.
- ❖ In this study, the survey was sent to the employee’s work site and, in this setting, every employee has access to a computer with internet service.
- ❖ Also, the survey was in a simple, easy to follow and took only minutes to complete.

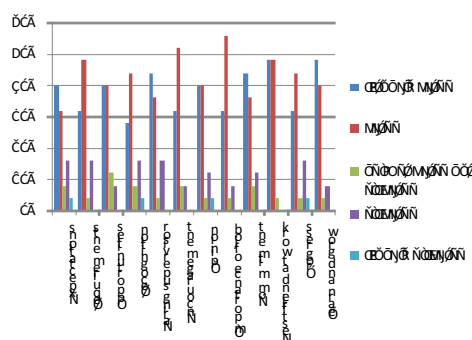
RESEARCH METHODOLOGY

This exploratory study examined the overall level of engagement for employees. The researcher utilized a cross sectional internet survey and the linkert scale rating technique to survey 25 employees of advertising agency located in Lower Parel, Mumbai, using a purposive non-probability sampling strategy. She queried respondents to collect data on their levels of engagement in aggregate and anonymous form.

SIGNIFICANCE OF THE STUDY

Staffs are able to get ‘involved’ in the organisation and feel that they are genuinely participating and contributing to its performance. Staffs have a pride in their organisation and endorse it as a place to work and do business with the people outside the organisation.Staffs demonstrate real commitment to their job and the organisation and are prepared to ‘go the extra mile’.

DATA ANALYSIS AND INTERPRETATION



From the above survey results, it is observed that employees are highly engaged. The mission and purpose of the company that makes an employee feel the importance of the job is high. The majority of the employees are engaged as they strongly agree or agree to the survey. Less of them are not engaged to the company as they neither agree nor disagree to the questions. Very few are disengaged in their work. Employees know what is expected from them, their requirement, opportunities, recognition and praise at work, caring supervision, encouragement, opinions are considered, importance of job, commitment with work, have best friend at work, progress and learn and grow. The employees are highly engaged in this agency. This leads to better management in work.

LITERATURE REVIEW

- ❖ The first formal definition of employee engagement as "the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances."
- ❖ "Employee engagement is a concept that has become increasingly mainstreamed into management thought over the last decade. It is generally seen as an internal state of being – both physical, mental and emotional – that brings together earlier concepts of work effort, organisational commitment, job satisfaction and 'flow' (or optimal experience). Typical phrases used in employee engagement writing include discretionary effort, going the extra mile, feeling valued and passion for work."
- ❖ A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.
- ❖ When Frederick Herzberg researched the sources of employee motivation during the 1950s and 1960s, he discovered a dichotomy that stills intrigues (and baffles) managers: The things that make people satisfied and motivated on the job are different in kind from the things that make them dissatisfied. Ask workers what makes them unhappy at work, and you'll hear about an annoying boss, a low salary, an uncomfortable work space, or stupid rules. Managed badly, environmental factors make people miserable, and they can certainly be demotivating. But even if managed brilliantly, they don't motivate anybody to work much harder or smarter. People are motivated, instead, by interesting work, challenge, and increasing responsibility. These intrinsic factors answer people's deep-seated need for growth and achievement.
- ❖ Recent research suggests that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviours that lead to enhanced performance. Simply put, employees who conceive, design and implement workplace and process changes are engaged employees. This article focuses on what managers can do to achieve a high level of employee engagement.
- ❖ Although some respondents felt that previously they had never heard of the term 'employee voice', most were able to provide a definition to illustrate their understanding of what it meant. A number of respondents felt that it had resonance for them, and they were comfortable with its usage. Principally, most of the managers tended to see voice as synonymous with terms such as 'consultation', 'communication' and 'say'. There were five broad ways in which the managers spoke about employee voice in general.
- ❖ Engagement is a two-way process between employees and an organisation. The organisation attempts to engage employees who return a level of engagement to the employer. Research, however, has revealed that engagement is more complex than this, and can be directed by employees in one of two ways (or both). The first is the level of engagement employees have with their career or profession, and the other is the engagement employees feel toward their employing organisation¹.
- ❖ There are many research studies that point to the percentage of engaged and disengaged employees, few studies have looked at what really drives employee engagement. Dale Carnegie teamed with MSW Research to study the functional and emotional elements that affect employee engagement. A national representative sample of 1,500 employees was surveyed, which revealed that although there are many factors that impact employee engagement, there are three key drivers: • Relationship with immediate supervisor • Belief in senior leadership • Pride in working for the company.
- ❖ An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. In his book, *Getting Engaged: The New Workplace Loyalty*, author Tim Rutledge explains that truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing"). Engaged employees care about the future of the company and are willing to invest the discretionary effort – exceeding duty's call – to see that the organization succeeds. In his book, Rutledge urged managers to implement retention plans so that they could keep their top talent. The need to do so is supported by a 1998 McKinsey & Co. study entitled *The War for Talent* that reported that a shortage of skilled employees was an emerging trend. Today, there is widespread agreement among academics and practitioners that engaged employees are those who are emotionally connected to the organization and cognitively vigilant.

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