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## Digitizing employee engagement

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### ABSTRACT

*Employee engagement is normally the degree of dedication and attachment a working person has towards his or her company and its nuclear values and viewpoints. An engaged employee is supposed to be conscious of the business situation, and work dynamics with contemporaries and peer groups to improve accomplishment within the job for the advantage and excellence of the company. It is a positive approach held by the employees towards the company and its values. Therefore there is a huge necessity for HR professionals to emphasize more attention not only on holding on to the existing workforce but also on having them actively occupied. The Employee Engagement Index is an online examination in which employees evaluate their own commitment at work. Most of the Agencies which provide Employment believe employee engagement to be one of the lead requisites to enhancing PES (Performance Evaluation System) performance. This presentation is an attempt to the acquaintance with the digitization of employee engagement by what is known as the Employee Engagement Index.*

**Keywords**— Engagement, Disengagement, Performance, Productivity

### 1. WHY EMPLOYEE ENGAGEMENT

The benefits of employee engagement are inexhaustible. However, some of the prominent ones are enumerated below:

**(a) Engaged employees are**

- More productive
- Producing better quality
- More customer-focused and
- More loyal
- Happy
- Better performers
- Stable
- Having a better home life
- Exhibit lesser absenteeism

**(b) Companies with high levels of employee engagement**

- Are more profitable
- Have higher stock prices
- Have higher sales

**(c) Engaged people employ and express themselves**

- Physically
- Cognitively and
- Emotionally

**(d) Employee Engagement can create great organizations**

**(e) Investigations have demonstrated that 70% of lesser industrial accidents occur in better-engaged workplaces.**

**(f) Engaged employees are**

- Lesser Liable To Being Obese

- Lesser liable to suffer from constant ailments
- Will consume better-nourished food and
- Will more regularly exercise
- Than the unengaged work persons

Whilst the advantages of employee engagement are well recognized, the motivators for employee engagement are less explicit. Inquiry at high accomplishing companies exhibits the important role that foremen and administrators play in making sure that the employees feel engaged in the job.

**2. EMPLOYEE ENGAGEMENT INDEX**

The Employee Engagement Index measures employees’ engagement with their jobs on day-to-day work. It stems from the survey questions that evaluate areas such as the effort and keenness they put into their day to day actions. It is intended to measure the degree to which employees subscribe to their individual effort in the organization.

Every year or so, the administration should measure employee engagement. It will survey all employees to estimate the Level of Engagement—using a handful of questions—and then emphasize on the Motivators of Engagement—a larger exhaustive list of queries. It should additionally contain information about pre-engagement Basic Motivators like pay and perks.

Many companies wonder if there is a possibility of having an engagement award for being used as a scale to evaluate employee engagement on a year-on-year basis. In case the same questionnaire is being used, each year, in that case, some method to label the level of engagement in the organization can give you an about whether employee engagement is increasing or decreasing.

**3. OPTIONS FOR COMPUTING EMPLOYEE ENGAGEMENT INDEX**

There are several options for computing the employee engagement index. Here are detailed three of them:

**3.1 Employee Engagement Index: Option 1**

One method of calculating the employee engagement index is finding three indices: the proportion that has engagement, the proportion who are responsive to engagement, and the per cent not engaged. These numbers can be computed in the following manner:

**3.1.1 Engaged:** per cent ones giving first two option responses to the intensity of Engagement questions—these numbers are marked in cells with a yellow background in the table below:

- All affirmative responses—Firmly agree and/or agree
- No unbiased response
- No dissenting responses—Disagree and/or Strongly Disagree

**3.1.2 Receptive to Engagement:** per cent of workforce giving first three box responses to the Intensity of Engagement questions (includes at least one Unbiased Response but not opting for unfavorable responses)

**3.1.3 Disengaged:** the proportion of employees’ workforce giving at least one last two option response to the Intensity of Engagement questions (including at least one unfavorable response— Disagree and/or firmly disagree).

Degree of Engagement items have an inclination towards gauging either the state of engagement (the presence of cognitive, emotional and physical energy) and the outcomes of engagement like likelihood of staying with the company (retention), recommending others to establish relations with the company , and making additional efforts with an intention to make the organization successful.

**Table 1. Employee Engagement Index Percentage of Engaged -Passive-Disengaged for First and Second Year**

Survey Year	Engaged		Passive	Disengaged	
	(All strongly agree on Responses)	(Agree only or Agree with Strongly Agree responses)	(At least one Neutral response but no Strongly Disagree responses)	(At least one Disagree response but no Strongly Disagree response)	(At least one Strongly Disagree response)
First Yr	16%	22%	28%	24%	10%
First Yr	38%		28%	34%	
Second Yr.	15%	32%	23%	14%	16%
Second Yr.	47%		23%	30%	

**3.2 Employee Engagement Index: Option 2**

A second method of finding out the Employee Engagement Index is to compute the average score of all proportion favorable replies to all the queries on the questionnaire This procedure ignores looking at responses of every individual but otherwise gives the mean of the proportion favorable awards for all objects on the questionnaire: the Degree of Engagement issues, the pre-engagement Basic Motivator objects, and the Drivers of Engagement items.

Example:

**Table 2: An illustration of award for 5 respondents to 10 questions**

	Respondent 1		Respondent 2		Respondent 3		Respondent 4		Respondent 5	
	Award for Favorable Response Max 10	If Un-Favorable Response	Award for Favorable Response Max 10	If Un-Favorable Response	Award for Favorable Response Max 10	If Un-Favorable Response	Award for Favorable Response Max 10	If Un-Favorable Response	Award for Favorable Response Max 10	If Un-Favorable Response
Q1	7		5			√	6		6	
Q2		√	8		8		7		9	
Q3	9		7		7			√	8	
Q4	8			√	9		9		9	
Q5	6		9		5		6		7	
Q6	7		6		7		7			√
Q7		√	8		7			√	5	
Q8	9		7		6		7		6	
Q9	5		5			√	5		7	
Q10	8		8		8		9		8	
	59		63		57		56		65	

Sum of awards of respondents=300, Denominator=5\*100=500, Engagement Index=300/500 = 60 percent.

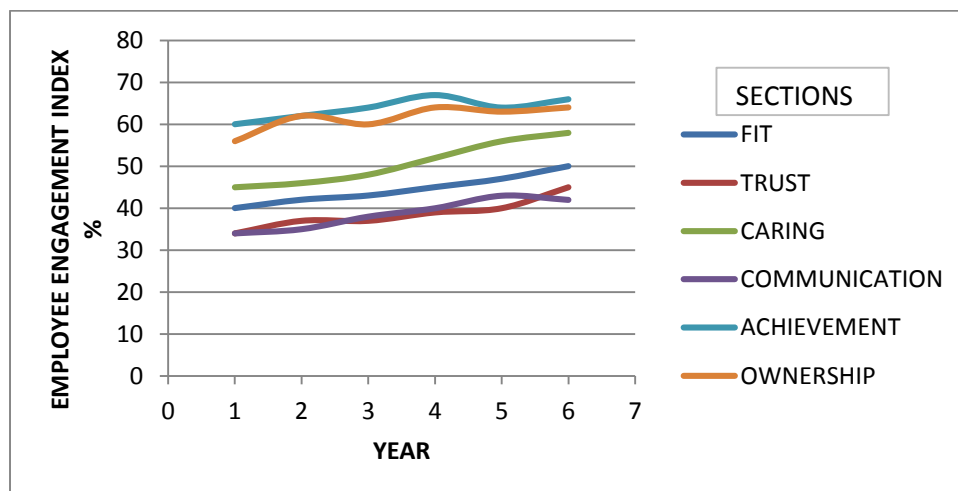
**3.3 Employee Engagement Index: Option 3**

The Third procedure for determining the Employee Engagement Index is to compute the mean proportion favorable award for every third of the investigation and scrutinize trends in those scores on a year-on-year basis. This procedure makes us record a number of awards. This method works brilliantly in case organization is concentrating a particular field—like the fit, trust, caring, communication, achievement or ownership—and is searching to observe if the modifications they have introduced after the survey are having an effect. We find out awards for all functions—not only one or two functions—because any effects in one area are likely to have an effect on other areas. Additionally, we should watch the important motivating questions to observe if intended areas have improved. There are various methods of calculating the Employee Engagement Index. When employee engagement is calculated, there is a greater possibility that it will be observed from time to time. The managers should make sure that they employ a method that helps their organization improve employee engagement.

**Table 3: Typical data based on total award corresponding to question on various sections**

Sections	Questions to evaluate how FIT the employee is for his job	Questions to evaluate how Trustworthy the employee is	Questions to evaluate how Caring the employee is	Questions to evaluate how good at Communication the employee is	Questions to evaluate Quality & Quantity of work of the employee	Questions to evaluate Feeling Of Ownership by the employee
Total award by all employees Year 1 (%)	40	54	43	40	54	56
Total award by all employees Year 2	34	56	36	33	45	54
Total award by all employees Year 3	54	58	57	54	56	58
Total award by all employees Year 4	56	60	58	53	60	58
Total award by all employees Year 5	60	62	60	54	58	57
Total award by all employees Year 6	56	62	60	57	63	64

Based on the above illustrative data, the trend in various sections has been plotted as shown in figure 1.



**Fig. 1: The plot for the trend in various sections**

**4. TYPICAL QUESTION BANK FOR SURVEY FOR EMPLOYEE ENGAGEMENT**

- (a) "I am proud to work for [Company]"
- (b) "I should recommend [Company] as a very good organization for to working for"
- (c) "I seldom consider searching a job elsewhere"
- (d) "I am sure to work for the [company] at least for the next two years"
- (e) "[Company] motivates me to go beyond what I would do in a similar role elsewhere"
- (f) "The leaders at [company] keep people informed about what is happening"
- (g) "My manager is a bench mark for work force"
- (h) "The managers and administrators at [Company] have clearly informed about the vision which motivates me"
- (i) "I have an approach to the items that I need for doing my job well"
- (j) "I am learning and developing which is essential for me to do my job well"
- (k) "Most of the equipment and facilities assist us in having our work done efficiently and effectively"
- (l) "I am aware of what I need to do to be successful on my part"
- (m) "I get appropriate recognition when I perform good work"
- (n) "The decisions taken here from time to time make sure that quality and improvement are the top priorities"
- (o) "My manager (and others I am concerned with in management) has exhibited a visible interest in my career development"
- (p) "I am sure that there are ample career advancements for me at this company"
- (q) "This is an excellent company for me for my career development"
- (r) Free text questions
- (s) "Can you identify the great activities we are performing here?"
- (t) "Can you identify some good activities we are not doing here?"
- (u) "Do you have in your mind how this survey could have been a better one?"

The survey-taker is presented with a statement:

- (a) "I am proud to work for Acme"

They then choose from a scale of agreement with the following options with an award as mentioned:

**Table 4: Most common scale of agreement**

Level of Consent	Weightage (typical)
Strongly Disagree	0
Disagree	25
Neither Agree nor Disagree	50
Agree	75
Strongly Agree	100

**5. CONCLUSION**

The study of Employee Engagement needs no emphasis. Application of Employee Engagement is growing day to day on account of the fact the working person today is knowledge worker and he can easily find what better alternative openings are their other places. The opportunities world over can be traced with the touch of a finger. If better opportunities are available, the employee today is prepared to work anywhere on the globe. There is no dearth of employers, therefore employee retention is important. The means of communication are so effective and fast that one does not feel separated from his dear and near ones even when he is working thousands of kilometres away from them. With the widespread of computers and digitization of all adjectives and qualities, digitization of employee engagement has acquired great significance. It costs a great deal in time and money to induct a working person. 'Peter Drucker' is credited with many important quotes in business management. One very important is "If you can't measure it, you can't improve it." Hence, this presentation.

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