



Employee Engagement through Leadership

Dr. A.Narasima Venkatesh
Senior Assistant Professor
Department of Human Resources
R.V. Institute of Management
Bangalore -41, Karnataka, INDIA.

Abstract: *In a world that is shifting both in terms of the global environment of work and the workforce diversity, engaged employees may be a key to competitive advantage. Today, in competitive world, most of leaders really require employing people who can connect to their jobs both mentally and emotionally and are eager to apply discretionary effort to achieve organizational goals. This particular form of connection between employees and the company they work for revolves around the concept of 'Employee Engagement' which involves connecting both mind and heart in performing their work. In order to create a work environment where employees are actively engaged, the role of senior management and line management plays a vital role in driving employees' to a great extent. Further, it will be more challenging for leaders leading in larger organization to make employees realize that alignment of individual contributions towards attaining overall organizational goals and objectives. It becomes even more difficult for the leaders to provide appropriate enrichment opportunities to fulfill both personal and professional needs which are flexible and relevant to cater the employees with differences in their ages and are at different career stages. Since line managers are serving as the link between the organization and the employee, their impact on employee engagement is high. They should exercise great care in the selection process and the aspects of job design in order to complement individual skills to jobs.*

Keywords: *Employee Engagement, Leaders, Senior Management, Line Management.*

I. Introduction

In today's corporate milieu, human capital is generally recognized as significant for future success. In the current scenario of growing global competition and sluggish growth prospects, increasing employee engagement is perceived as a key tactic for success in order to maximize the value of that capital. Numerous HR consulting firms' studies reveal that there exists a relationship between high levels of engagement and high levels of financial performance. Realizing overall employee engagement is observed by a lot of human capital professionals as the "holy grail." Leaders and senior managers now tend to realise that engaged employees can make a very strong positive impact on the success of their business, and encompassing useful techniques that will help them to build employee engagement at all levels.

II. Definition of Employee Engagement

According to the definition of Corporate Executive Board (2004), employee engagement is "The extent to which employees commit to something or someone in the organization, and how long they stay as a result of that commitment."

III. Human Capital- A Competitive Advantage

The Brookings Institute (2003) conducted a study to understand the primary source of market value in today's organizations and how it has evolved over time. In 1982, tangible assets like machinery, products etc accounted for 62 percent of an organization's market value and intangible assets like intellectual property, quality of the workforce accounted for 38 percent. By 2002, the study pointed out that approximately 80 percent of market value comes from source of the intangible assets and remaining 20 percent from tangible assets. It is evident that tangible assets can be replicated but not the intangible assets and as such employee engagement is significant to add value to the intangible assets.

IV. Importance of Employee Engagement

"Engaged" is termed as being concerned or being dedicated to something. When employees discover particular meaning and motivation in the job they perform, when they receive constructive feedback and interpersonal support often they tend to feel engaged in the work environment. Furthermore, an engaged employee will have