
Employee Engagement for a Stressed Millennial Employees' – Conceptual Framework

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Abstract

Employee engagement is the growing concern for the employees' in the organisation. Employee engagement is the extent to which the individual's are personally involved quantitatively and qualitatively for the betterment and success of the organisation. The Business men know the real tactics of the word engaged workforce. It help in the launch of new ideas, invention and innovation, continuous increase in the growth and development of organisation, loyalty both internally and externally, a positive environmental change. Stress in simple term can be explained as a state of mental pressure and sorrows caused by the problems in your life, work etc. Sometimes it causes a strong feeling of worry or anxiety.

Millennial workers (those born between 1980 till 2000) will comprise one-half of the workforces by 2020. Millennials place an emphasis on producing meaningful work, finding a creative outlet and have a preference for immediate feedback. In this article we study to find out the ways to overcome the stress of the millennial workers inside the organisation with the help of Employee engagement and the importance of employee engagement.

Introduction

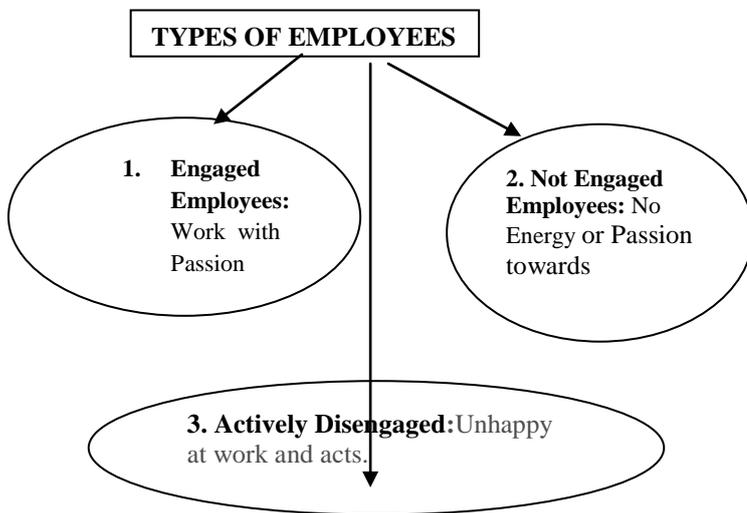
Employee Engagement

The meaning of engagement refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, zeal, dedication, and energy. Employee engagement is an important concept that plays an important role in HRM. In engagement people express themselves

physically and emotionally during their performance at work. If every part of human resources concepts are not understood in an appropriate manner by the employees' then the situation leads to mismanagement. It is a two way relationship between the employer and the employee. Engaged employees are more likely to stay with the organisation,

perform better than their colleagues and act as advocates of the business. Engagement can enhance bottom-line profit and enable organisational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact.

Types of Employees at workplace



Nowadays we see that most of the employees' are suffering from stress which creates issues like decrease in productivity ,Mental Pressure, lack of morale and decrease in work life balance etc.,. It is the organisations need to manage the stress level of the employees and create a good working environment in order to increase the productivity and to attain the company's goal successfully. The last two decades has seen the phase of transition from satisfied' employees to committed'

employees (Avery et al, 2007; Buckingham and Coffman, 1999) who are not predisposed to attrition, rather immersed in the goal and success of their organization and often serve as the force behind the success of the organization. Thus, employee engagement comes in handy for managing a stressed employee. Hence Employee engagement plays a major role in managing a stressed employee. If the engagement is high in the minds of employees then automatically there creates a loyalty to the management as well as with the higher authority; there is a less change of misunderstandings and miscommunication; the performance of the company increases drastically; and there leads to increase in the monetary and non-monetary benefits to the employees .

Employee Stress

Stress at workplace is not a new phenomenon but its recognition has vastly increased in the recent years and affected companies throughout the globe. Employee should support stress management at work since it its important factor that help both employees and managers to reduce their job stress. They should also try to avoid possible stressors and provide relaxing work environment for their staff and themselves. Effective stress management can increase productivity, reduce pressure on employees and improve work performance.

Stress at Work

We are stressed our whole life but it is only sometimes that stress reaches high level that negatively affect the functioning. When employee is constantly stressed and cannot relax the line is crossed and normal stress becomes excessive .This change can trigger emotional and physical response that are harmful to employees and businesses, therefore it should be avoided if possible. Stressed employee will be less communicative and unsusceptible to new tasks. Stress at workplace will not only affect his work performance but also his personal life. It is important for managers and staff work hand in hand when approaching stress management. Only cooperation of all involved individuals in company or business can result in proper utilisation of stress management techniques for successful stress reduction.

Symptoms of stress

- ❖ Chronic headache
- ❖ Long term anxiety
- ❖ Frequent mood swings
- ❖ High blood pressure
- ❖ Reduced concentration
- ❖ Absenteeism
- ❖ Isolation
- ❖ Disinterest

Review of Literature

Saks (2006) argues that organisational commitment also differs from engagement in that it refers to a person's attitude and attachment towards their organisation, whilst it could be argued that engagement is not merely an attitude; it is the degree to which an individual is attentive to their work and absorbed in the performance of their role. In addition, while OCB involves voluntary and informal behaviours that can help co-workers and the organisation, the focus of engagement is one's formal role performance rather than purely extra-role and voluntary behaviour.

S. Devi (2017) researched the private sector banks for the impact of employee engagement on organizational performance. She took 150 respondents for her study and the result was in positive direction and fulfilled the research aims. It revealed a positive relationship between employee engagement and organizational performance. It was observed that organizations 'with higher levels of employee engagement outperform their competitors in terms of profitability.

Siddhanta, D. Roy (2010) belonging from the corporate world themselves studied employee engagement for the 21st century workforce. After extensive surveys, reviews and study, it was indicated that high levels of employee engagement will

lead to improved employee commitment and involvement towards job and thus creating a motivated workforce.

S. Agarwal (2016) used the survey method and conceptual model to test with a sample of 254 employees from diverse cultures as well as age to find factors influencing employee engagement. It was found that employee from various age groups and cultures had different likings and expectations from the organizations. The finding suggests that there is considerable scope for improvement of some of the policies and practices in the sphere of human resource management

Objectives of the study

- To study how employee engagement can help and manage the stress of employees.
- To study the benefits of employee engagement in today's organisation.

Methodology

This study is mainly based on collection of secondary data. The data has been collected from various sources of publications like journals, magazines, research articles and published books.

Strategies of Employee engagement

There actively engaged employees are almost 50 percent more

productive than their not –engaged or disengaged employees. The employee engagement cannot be improved only by designing and implementing effective human resource strategies but their involvement and quality of output produced by them also depends on their relationship with their colleagues, subordinates and seniors. It is a basic need of human beings to belong and to be belonged .Such collaboration can be a major contributor to the success of the company.

Until recently, solution facilitating two ways communication including top-to-bottom and bottom-to-top were given much important but nothing has been done to foster the open communication and collaborations among employees. A perfect balance of respect, care and competitiveness should be prevailed in the organisation to keep them actively engaged in their jobs. Mutual support and healthy relationship contribute majority to the organisations success.

The organisation can design some employee engagement strategies like a) open communication b)proper communication channel c) Conversation fluidity d) managing communication e) unifying the experience.

Findings and conclusion

It is observed that employee engagement is playing a vital role in various organisations. This word employee engagement is something happens only with the help of the employees in the organisation. The managers should have a better interaction with the low level workers in order to identify their mind and to provide positive words to the employees. Here motivation plays a higher role. While trying to help a few employees, they may end up improved overall employee engagement. .

When employee engagement is at high, the team feels motivated, productive, and passionate towards their work. This reduces the chance for stress. This positive energy will get them to a place of clarity over their work and physically healthy where they can perform at their best. Employee engagement is gaining a high importance in organizations today for keeping the employees stress free and satisfied. Stressed employee cannot give a 100 percent to the company and it affects the productivity. Thus company should also help the employees in identifying their problem and provide them a solution which leads to a better employee engagement .This leads to a high productivity and creates loyalty.

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