



Library and Information Centers Professionals Engagement: An Antecedent of Job Involvement in Information Age

Uttamkumar D. Rana

A. Librarian,

SRICT,

Vararia, Gujarat (India)

Abstract: *Library and Information Centers are increasingly recognizing the value of employee engagement – encompassing volunteerism and employee giving – in bringing benefits to society and meeting the objectives of the organizations. Libraries put more emphasis on the employee engagement aspect of community involvement; they can realize even stronger results. A successful employee engagement strategy helps create a community at the workplace and not just a workforce. When employees are effectively and positively engaged with their organization, they form an emotional connection with the company. This affects their attitude towards their colleagues and the company's clients and improves customer satisfaction and organizational welfare. The paper focuses on how LIS employee engagement is an antecedent of job involvement and what should a company do to make the employees engaged. This paper also highlights on the various methods that can be practiced in organizations for engaging the employees in productive work and creating an atmosphere of cooperation and trust between them. The paper attempts to do an analysis of employee engagement strategies adopted by the organization on the basis of the widely accepted Ten Cs Model of Employee Engagement.*

Keywords:- *LIS Professionals' engagement, Customer satisfaction, employee engagement, job involvement, organizational welfare, ten Cs model*

I. INTRODUCTION

Library and Information Centers are increasingly recognizing the value of employee engagement in present Century of information explosion. Professionals' or Employee engagement is a psychological state in which employees feel a vested interest in the company's success and are both willing and motivated to perform to levels that exceed the stated job requirements. Engagement fosters and drives discretionary behavior, eliciting employees' highest productivity, their best ideas and their genuine commitment to the success of the organization. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into defined as —the extent to which employees enjoy and believe in what they do, feel valued for it and are willing to spend their discretionary effort to make the organization successful. (HCI 2009). Employee engagement levels are measured in various ways—from very informal —asking around to formal employee surveys; no matter how it is measured, the results are quite compelling.

II. ELEMENTS OF EMPLOYEE ENGAGEMENT

- Individual value: doing interesting work, learning, and growing.
- Focused work: clear direction, efficient work processes, defined Performance standards.
- Interpersonal support: high levels of trust, cooperation, and support.

EVOLUTION OF EMPLOYEE ENGAGEMENT

1960	1980	2000	Time
Satisfaction Morale	Motivation	Commitment	Engagement
Enjoys the job	Strives to achieve personal goals	Loyal to organization, optimistic for the future	Proactively seeks opportunities to serve the mission of the organization
Is not dissatisfied with terms and Conditions	Contributes energetically	Collaborates to achieve team goals	Willing to go the "extra mile"
Not necessarily a team player	Values achieving personal goals more than team/	Has a sense of belonging to Organization	Is willing to withhold criticism and/or be constructively critical for the good of the organization

III. OBJECTIVES

- Understand the importance of employee engagement to the organization.
- Implement an effective employee engagement process.
- Measuring the effect of employee engagement in the organization.
- To outline the role of supervisor and entrepreneur in employee engagement.

IV. WHY IS EMPLOYEE ENGAGEMENT IMPORTANT?

Numerous studies show a strong correlation between levels of employee engagement and several business performance indicators including:

- Profitability
- Earnings per share (EPS)
- Operating income
- Net income
- Profit margins
- Customer satisfaction
- Sales

V. EMPLOYEE ENGAGEMENT PROCESS

TYPES OF ENGAGEMENT

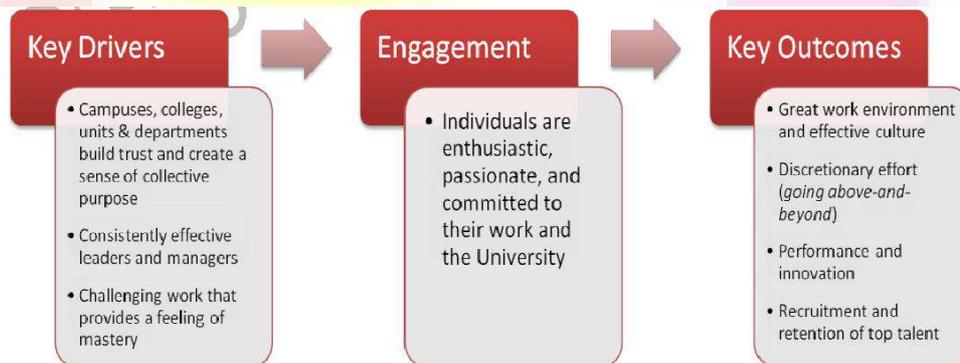
Loyalty: Previous good, supportive relationships between employer and employee.

Economic: Costs and benefits of remaining compared to leaving current employer Social:

- Psychological_flow
- Strong psychological contract
- Commitment
- Trust
- feeling at one with the world
- Focused
- Satisfied
- Happy

DRIVERS OF ENGAGEMENT

- Recognition.
- Career Development.
- Direct Supervisor / Manager Leadership Abilities.
- Strategy and Mission.
- Job Content.
- Senior Management’s Relationship with Employees.
- Open and Effective Communication.
- Co-worker Satisfaction/Cooperation.
- Availability of Resources to Perform the Job Effectively.
- Organizational Culture and Shared Core Values.



VI. 10Cs OF EMPLOYEE ENGAGEMENT

CONNECT:

Managers should connect with employees. If relationship with their managers is fractured, then no amount of perks will persuade employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss.

CAREER:

Leaders should provide challenging and meaningful work with opportunities for career advancement. Organizations must provide job rotation for their top talent and assign stretch goals. Are people accountable for progress? Are jobs enriched in duties and responsibilities? Good leaders challenge employees; but at the same time, they instill the confidence that the challenges can be met.



CLARITY:

Leaders must communicate a clear vision. People want to understand the vision that senior leadership has for the organization, and the goals that leaders or departmental heads have for the division, unit, or team. Success in life and organizations depends critically on how clear individuals are about their goals and what they really want to achieve.

CONVEY:

Leaders must clarify their expectations about employees and provide feedback on their functioning in the organization. Good leaders establish processes and procedures that help people master important tasks and facilitate goal achievement. They also provide feedback.

CONGRATULATE:

Employees often receive immediate feedback when their performance is poor, or below expectations. But praise and recognition for strong performance is much less common.

CONTRIBUTE:

People want to know that their input matters and that they are contributing to the organization’s success in a meaningful way. Employees’ understanding of the connection between their work and the strategic objectives of the company has a positive impact on job performance. Good leaders’ help people see and feel how they are contributing to the organization’s success and future.

CONTROL:

Employees value control over the flow and pace of their jobs. Leaders can create opportunities for employees to exercise this control. Leaders must consult with their employees with regard to their needs. Key questions are: Do leaders involve employees in decision-making, particularly when employees will be directly affected by the decision? Do employees have a say in setting goals or milestones that are deemed important? Are employees able to voice their ideas?

COLLABORATE:

Studies show that, when employees work in teams and have the trust and cooperation of their team members, they outperform individuals and teams which lack good relationships. Great leaders are team builders. They create an environment that fosters trust and collaboration.

CREDIBILITY:

Leaders should strive to maintain a company’s reputation and demonstrate high ethical standards. People want to be proud of their jobs, their performance, and their organization. That is not possible in an unethical organization.

CONFIDENCE:

Good leaders help create confidence in a company by being role models for high ethical and performance standards.

VII. FROM SATISFACTION TO ENGAGEMENT: MERCER’S MODEL

ADVOCATE	COMMITTED
They freely contribute discretionary effort a willingness to go the extra distance in executing projects and their regular duties. They see a mutuality of interest between his or her values and aspirations and those of the organization.	Committed employees have thoroughly internalized the values and behaviors represented by the earlier stages of the engagement model, but have also forged a strong identification with the organization.
Motivated	SATISFIED
In addition to sharing some of the attributes of satisfied employees, motivated workers contribute energetically and are highly focused individual contributors to the organization.	Satisfied employees perform their jobs and are satisfied with the terms and conditions of employment. However, they tend not to go above and beyond in their efforts.

SATISFIED:

Provide work tools, resources and equipment, Enhance the work environment Reward (reward level and understanding of the rationale for reward change), Recognize work efforts

MOTIVATED:

Establish fair performance goals Communicate clear expectations regularly clarify priorities and feedback. Provide support by removing obstacles to optimal performance, Recognize and reward performance, Delegate work to these employees, Support skill development



COMMITTED:

Help employees build meaningful long-term careers, Ensure recognition and reward for long term commitment, Listen to employees, share insights and experience, Ensure fairness, consistency and transparency, Develop understanding of long-term vision and business plans, Promote organization values and reinforce them through management behaviors

ADVOCATE:

Communicate the organization's progress and challenges, Relate business results to team and individual roles, Endorse strong customer focus, Share understanding of customer needs with team, Challenge and grow through delegation, Establish comprehensive career development plans, Encourage upward communication, Encourage innovation, Recognize and reward

VIII. METHODS FOR INCREASING ENGAGEMENT

- Recognize early and often.
- Formal / informal and public / private.
- Coach, motivate, and promote employees.
- Open relationships.
- Link employees' jobs with the strategy and mission.
- Provide freedom and autonomy
- Clearly define employee roles.
- Ask employees how they can contribute.
- Open and effective communication.
- Fun = engagement

IX. BEST PRACTICES FOR ENGAGING EMPLOYEES

The relationship between the direct supervisor and the employee is the point of most leverage.

Supervisors can:

- Earn trust by being open and vulnerable (admit mistakes, listen to feedback, encourage cross-organizational conversations, etc.)
- Have regular conversations with employees (what's going well? what's not? what can I do to help you be your best?)
- Learn employees' passions and strengths and figure out how to let employees use them in their job (this may take creativity and expansion of job descriptions).
- Look for developmental opportunities to give employees and support them in their growth
- Show appreciation in meaningful ways (ask employees to find out what is meaningful to them).

You can adjust the culture of the company to more fully engage employees.

Entrepreneurs can:

- Demonstrate the same behaviors recommended for supervisors with your direct reports. A clear Example will inspire your supervisors to emulate you.
- Rally your employees around a meaningful purpose. Everyone wants to know what the real goal is and whether the goal is being accomplished.
- Communicate your current reality in simple terms. For instance, explain the details of your profits, sales, customer service levels, and ask your employees for help in making improvements.
- Show appreciation and create company-wide gestures of thanks. These can be low-cost or no-cost things, such as time off, brown bag meetings with the owner, vendor supplied education sessions, etc.
- Develop your staff throughout the year. Decide what you want to do and put these events on your calendar at the beginning of the year. Treat these time commitments as if they were meetings with your most important clients.

X. FIVE WAYS TO BOOST EMPLOYEE ENGAGEMENT

Engaged employees voluntarily invest extra time, effort and initiative to contribute to business success. They feel a sense of purpose toward their role, and bring enthusiasm, passion and energy to the work they do. As well as being more motivated, committed and loyal, engaged workers are typically higher Performers and produce better results for both the customer and the company.

For employee engagement initiatives to be successful, they must be tailored to the unique needs and motivations of each individual. Here are five key ways that managers can help boost the engagement of their employees:

INSPIRING LEADERSHIP:

Competent, passionate and hands-on leadership is critical to employee engagement. Showing a genuine interest in your employees and investing time in understanding their needs and aspirations will help send the message that their contribution is valued. Check-in with them regularly to find out how their experience in the workplace can be improved. Find out what motivates them and how they define success so you can create a rewarding environment in which they can thrive.

GROWTH AND OPPORTUNITY:



Engaged employees are given the opportunity to adequately use their skills, and are encouraged to stretch those skills in order to progress. Talk to your employees about their career plan. Does their current role make full use of their strengths and abilities? Is their career moving in the direction they desire? Are there new or interesting projects they can work on to expand their skill set? Discuss the training and development opportunities that can help them advance within the company, and provide clear and consistent feedback on how they can improve their performance.

MEANINGFUL WORK

Engaged employees believe that the work they are doing is important and has value. They believe they are contributing to something meaningful and take pride in the results of their efforts. As a manager, it is crucial to frequently reinforce the importance of your employees' roles. Help them to see the direct connection between their activities and company success. Set goals and challenge your employees to meet them to promote a sense of purpose. Grant them the autonomy to improve the way things are done, and involve them in decisions to help them feel a sense of ownership over the direction of the company.

RECOGNITION AND REWARDS

For employees to be motivated to give their best, they need to know their efforts will be recognized and rewarded. Regularly thanking them for their efforts demonstrates your awareness of their hard work and provides encouragement for them to boost their performance. Make the time to celebrate accomplishments, rewarding and recognizing employees in ways that are meaningful to them. Whilst competitive pay and good benefits are key motivating factors, providing incentives for higher performance gives employees something extra to strive for.

PEOPLE-FOCUSED CULTURE

Companies that reap the benefits of an engaged workforce understand that people are their greatest asset. Find out the responsibilities of your employees and consider initiatives that enable them to balance work and home life more easily. Encourage employees to balance hard work with socializing and fun. Promote the sharing of ideas, suggestions and improvements. A work environment in which people feel valued, heard and a sense of camaraderie is critical to employee engagement.

XI. BUILDING OR IMPROVING EMPLOYEE ENGAGEMENT PROGRAMS



XII. EMPLOYEE ENGAGEMENT ACTIVITIES IN TCS INFORMATION CENTRE

Seventy Seven engages over 20,000 employees for TCS
EVENTFAQS Bureau Thu 08 July 2010

Seventy Seven bagged the mandate to handle the on-ground employee engagement activity for TCS in Mumbai. The activity, held in June 2010 at various locations, engaged TCS employees and their family members with an entertainment-led evening.

Referring the employee engagement activity as 'Fun at work with Family', Daryl Sheldon, Director, Seventy Seven Entertainment, said, "The activities were held at over 12 locations across Mumbai, and we engaged over 20,000+ employees during the course of the program. The activity is an HR initiative and is held annually."

For the program, employees are allowed to invite two family members to their respective work places for an evening of celebration where various activities and are planned for the entire day.



XIII. INFORMATICS, INDIA

Employee of the Month Award: To motivate and to increase the employee engagement in job organization is give highly participated employee this award.

Celebrating Festivals and Organizing annual family meet: To decrease the stress level of employees Cummins is celebrating festivals and Organizing annual family meet every year.

Training Programmers: Training programmes like Six Sigma, Quality Circles and Team Building activities arranged by the organization.

XIV. HOW DO YOU MEASURE ENGAGEMENT?

Gut feeling (mood/vibe)

Laughter, conversation, coaching, helpful to others

Volume and/or accuracy of work

Observation – Employees watching the clock or taking pride in getting the job done on time

The type of questions that are being asked:

- Probing to learn more?
- How does what they are doing fit into the big picture?
- Asking about next steps?
- Showing proactive indicators?

XV. CONCLUSION

Human Resource Management should be seen as a strategic function of an organization. It helps to build a competitive edge for an organization by positively engaging its employees. Key ingredients of effective employees' engagements are having in place an appropriate leadership style and effective two-way communications with employees. This creates an open and honest environment where employees feel that their ideas are being listened to and that they can make a contribution to decision making. Engaged employees are more likely to be proud to work for their organisation and therefore will believe in and live out the values of the organization.

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