



Employee **Engagement** & Workplace **Culture**



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Work culture and engagement: The interlinkage we must not ignore

Employee engagement seems an easy task but its complexities lie much beneath the work environment we operate in that. A **TimesJobs** study delved deeper into this aspect to figure out the cultural aspects organisations must focus on for effective employee engagement outcome.

APEKSHA KAUSHIK, TIMESJOBS BUREAU

With the millennials taking over, today's workplaces are operating in a transparent era where every conduct and decision is monitored closely. Technological disruptions and social media gives an easy access to the information about organisation and its culture.

According to the recent TimesJobs survey, 60 per cent organisations affirmed to have improved employee engagement levels compared to 2015. For most (55 per cent) organisations the engagement levels have grown up by 10-15

How have your employee engagement levels been as compared to last two years?



per cent. Of these 55 per cent of the surveyed companies, about 40 per cent said to have invested heavily in developing their work culture. Overall, 90 per cent of the HR managers of these companies said that their focus on culture had improved their business performance, as well.

A research by Deloitte also suggests that work culture has become one of the most important business topics and CEOs and HR leaders now recognise that culture drives people's behaviour, innovation, engagement and customer service.

If improved, by what percentage?

0-5% - **10%**

5-10% - **30%**

10-15% - **55%**

>15% - **5%**



An organisation that has a meaningful and strong culture wherein employees' well-being, job fitment and leadership abilities and values are taken care off has a competitive advantage in employee engagement. As opposed to this, an organisation with toxic and cluttered work culture has an adverse impact on the employee engagement levels.

In the **TimesJobs** study on work culture and employee engagement, HR managers said that during the disengagement phase their staff had seen 40 per cent higher absenteeism, 50 per cent more accidental cases, and 75 per cent more errors and defects in the daily tasks. Besides these organisations have also experienced lower productivity, lower profitability and lower job growth in that period.

Interestingly, with improvement in engagement levels organisations have enjoyed a rise of over 50 per cent in productivity and 30-50 per cent in job applications, reports 75 per cent organisations in the survey.

Do you see a linkage in strong organisation culture & improved engagement levels?

Yes - 80%

No - 20%



Have you invested in organisation culture to boost engagement levels?

YOGA TIME



**75%
Yes**

**25%
NO**

TimesJobs delved into some of the ways by which organisational culture can influence and strengthen employee engagement levels:

Leaders to become influencers:

Organisation culture always has a top to bottom approach. It's the members on the top that drive workplace culture. Therefore, it becomes imperative that the organisational leadership is strong and capable of creating a positive influence within the system. They must cast a major influence on the people to keep them inspired and motivated. They must imbibe the concepts of empowerment, employee well-being, integrity and high performance to inspire the bottom-line. Once this is done engagement levels are bound to improve.

Understanding employee needs: The millennial workers have a new perspective regarding their work-life preferences and want to pursue their interests and passion.

There is a greater need for organisations is to be aware of their employee's interests. When employers understand the passion and preferences of its workforce it comes up with processes to weave those in their job design for better engagement and efficiency.

The amalgamation of culture and tech: In the era of technological disruptions, a culture which has successfully embraced technology keeping in mind the adverse impact of it the long and short term are more likely to keep its employees engaged and productive.

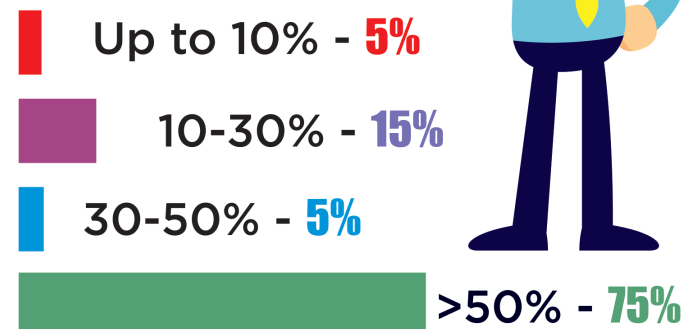
Combining fun with work: Fun has become an integral part of the workplace culture these days. Employee happiness quotient has become vital for the success of an organisation and for the same reason we have designations like '**Chief Happiness Officer**' emerging at the workplaces.

Employee well-being is primary: When employees are healthy, stress free and safe, they are better at their work and thus more engaged. An organisation which cares for its employees and has comprehensive wellness programs is perceived more positively by its employees. This not only helps engage with the current set of employees but also help in building a strong talent pipeline for future.

How has it improved your job application response/volume?



How has your employee/organisation productivity improved?



To conclude:

Work culture and engagement have a critical role to play in accelerating business performance. The **TimesJobs** research reinforces a strong relation between organisation culture and employee engagement. To corroborate, a study by Hewitt also demonstrates that both cultural alignment and engagement have a proven relationship with a company's financial performance. Together, the two forces have a more positive impact on revenue than when working independently. While, the two have been discussed as major workplace factors that drive performance, innovation and business growth, its high time that we talk about them in cohesion.

How to keep your employees happy and stop them from leaving

Vikas Lakhani, Founder, InstaOffice

Companies are increasingly becoming people-centric and the adoption of employee platforms is on the rise. Only some minor adjustments can easily achieve the happiness of a company. It is always beneficial to define the organisation's work culture pre-emptively so that they don't have to face future tussles within the system. Here are few pointers that can help:

Get your employees to have a little fun

Socialisation is an absolute key to finding happiness. Compose your office in such a way that people have a chance to interact with each other. Personal happiness implies an idea of welfare as a whole – which means taking care of your staff not only as some soldier ant but as a human being. Here are some examples:

- Celebrate holidays and other occasions, go for group outings, encourage more group tasks and volunteer programs.
- Have photos of your team on a wall or frame them around the office. Group photos, funny photos, events photos or random photos snapped when people weren't watching. It's a cultural element that can encourage and foster work relationships and employee engagement.

Listen to them

- Don't boss around every time. Be a leader and help employees achieve their goals. Don't push them too much; ask them for their inputs. And never forget to blend in with their creativity.
- Take your team out for coffee or beer after work. An informal setting would go a long way towards bringing down those barriers and encourage free flow of thought.
- Make yourself available. Peep into your employees' work and ask them how they are doing. Make yourself available in case they need you.



- Point out to them the value that their work is adding to the overall scheme of the organisation.

Show them you care

To stick to your company employees should want to work at your office too. They need to witness that there is potential for them to grow holistically in your company and for this you need to focus on their work-place well-being as well.

- Reward them. This will motivate them to work harder and reap benefits. Give them tickets for their favourite actor's movie or

tickets to a match they are excited about. *American Express India has a 'Reward Blue' program that enables leaders and employees to recognise each other.*

- Give them a vacation and tickets to visit their hometown. Your employee would surely see how much you care.
- Even a small amount of bonus during holidays and festivals would go a long way to make the happy.

Have faith

Once you hire people for your company, you need to have faith in them. Show confidence in them, ease off their nervousness and let them work freely. Don't overestimate the cost of small failures.

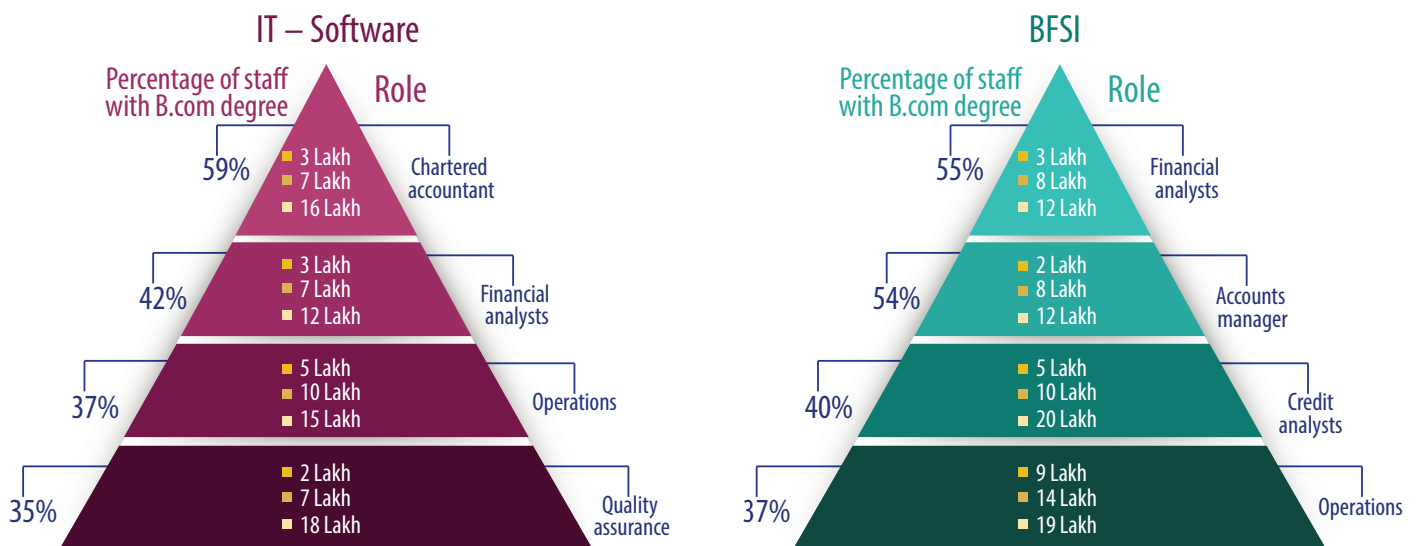
- Ask them questions. Let them express their concerns which will eventually make them feel better.
- Give them breaks. Even taking a 10 minute break from monotonous work can lift boredom and increase productivity.
- Assign a buddy/mentor for every newcomer
- Don't be judgmental. Read them carefully, stretch a hand for help and make them stand on their foot when they are low. Give second chances and make them know they did not disappoint you.

Employment prospects for B.com graduates

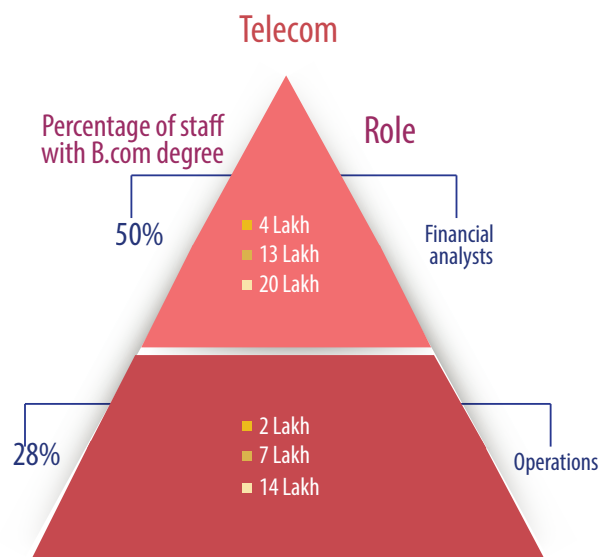
Dismissing the age-old hypothesis that B.com graduates fund a career in Banking and financial services related sectors only, JobBuzz data shows that diverse career options available to them in key sectors.

Key Sectors

- IT - software
- BFSI
- Telecom



■ Average minimum salary (in Rs per annum) ■ Average median salary (in Rs per annum) ■ Average maximum salary (in Rs per annum)



Infographics by Konika Mehra

What's Trending!

My First Job Column: Where CXOs & CEOs Walk Down the Memory Lane

TimesJobs has started a new column to capture the first job experiences of the industry top shots. We got a phenomenal response from the industry with leaders like Kulmeet Bawa, Managing Director, India & South Asia at Adobe; Amarinder Singh, CEO of Clove Dental Job; Oliver Kaye, Business Head of GAP India sharing their inputs. Check it at:

<http://content.timesjobs.com/my-first-job>

10 top companies where most Indians aspire to work

JobBuzz - a company rating platform from TimesJobs - assessed the employee reviews for first six months of 2017 and concluded a list of companies where most employees want to work. The list includes Tech Mahindra, Infosys, Wipro and more aspirational names. Check it at:

<http://content.timesjobs.com/trending>

5 silly resume disasters that can cost you the job

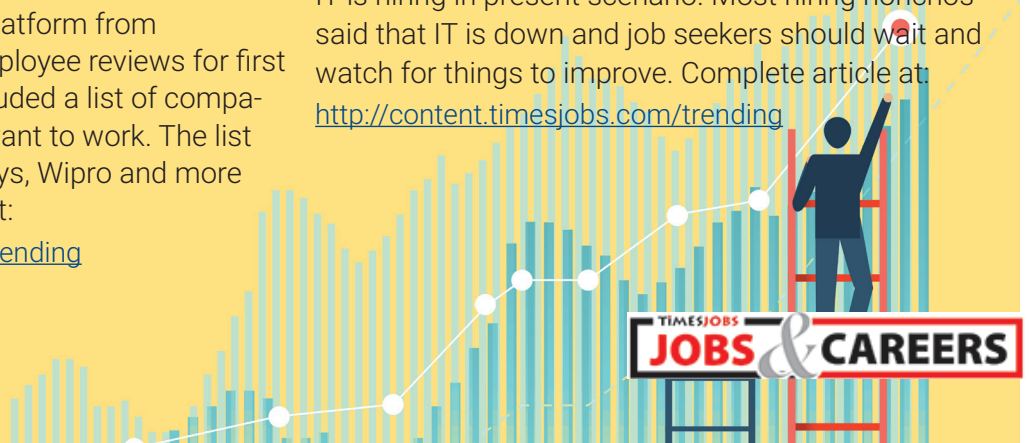
Once a candidate's resume is shortlisted by the head hunters, all things rest on how he presents his information in resume. The resume is your pitch for a job hence utmost care should be taken to present accurate information in simple format. More at:

<http://content.timesjobs.com/slideshowmainlist.cms>

Recruiters caution - IT jobs will continue to be sceptical for some 'more' time

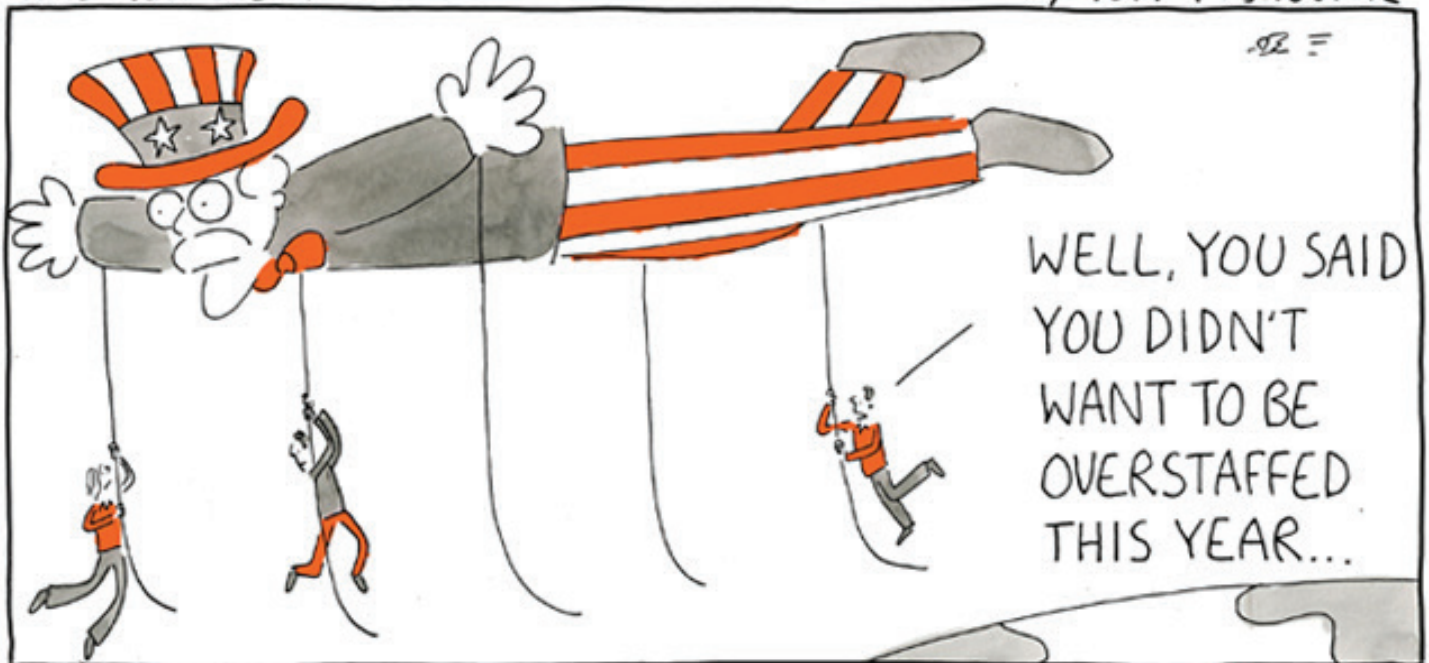
TimesJobs spoke to recruitment firms to check how IT is hiring in present scenario. Most hiring honchos said that IT is down and job seekers should wait and watch for things to improve. Complete article at:

<http://content.timesjobs.com/trending>



TIME WELL SPENT™

by Tom Fishburne



WORKFORCE MANAGEMENT DOESN'T HAVE TO BE SO HARD

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Making engagement more meaningful

Dhires Sharma, Chief Business Officer - Activities and Chief People Officer, Yatra.com



Q. Why does employee engagement matter?

“Engaged employees”, as contrasted with vanilla employee engagement initiatives, are one of the most powerful elements for an organisation’s sustainable growth strategy.

Engaged employees have a high degree of belonging (to the organisation and the “cause”), are focused, productive, creative, and importantly happy! Often, if you hire right, they are better team players as well. These are elements integral to success for every corporate. Engaged employees also build longer careers with an organisation, resulting in lower attrition rates and higher performance levels. This also means that hidden costs of attrition are lower.

Q. What is a workplace culture like where employees are actively engaged, and how can organisations create this winning culture?

Organisation cultures build up over a period of time. There are no rights or wrongs, no easy answers and “cultures” can be “felt” more often than measured. To create a “successful” (successful is what works for your organisation) organisation culture, business imperatives, growth opportunities, and mind-sets for success need to be identified and nurtured, slowly, surely and consistently. And these “macro-factors” need to be cascaded to all the teams and individuals that work in the organisation. This cascading is where “employee engagement” sits.

Q. How does employee engagement impact the bottom line?

In today’s context, technology has resulted in significant “democratisation of ideas”. Engaged employees, in an open culture, generate new ideas, and often find ways of implementing them in their own spheres of influence. Vibrant organisations spot these successes and scale them up into winning initiatives resulting in enhanced earnings and /or new revenue streams. At another level, as mentioned earlier, engaged employees build longer careers with an organisation, resulting in lower attrition

rates and higher performance levels. This also means that costs of attrition are lower (loss of time and consequent productivity, onboarding costs etc).

Q. How can smaller companies (start-ups and creative agencies) pursue engagement?

In start-ups, creating engaged employees always starts with hiring “right” and is often not about large-scale engagement programs. A high level of an “insurgent” mind-set (borrowing the phrase from a book read recently), a passion for growth, an ability to pivot and that too fast, spotting opportunity in adversity and a strong focus on delivery should lead to “engaged employees” championing the problem the start-up aims to solve. A sense of belonging and an open culture is central to this theme.

Q. What trends and issues do you see arising in employee engagement in the coming years?

The “millennials” entering the workforce today have very different aspirations and expectations. They are looking at experience rather than engagement. It is becoming essential for the leadership to handle the expectations as well to make engagement more meaningful. In this context, employee engagement programs need to focus on the following aspects – create a sense of achievement, contribute to a “legacy”, have a positive impact on people including but not limited to creating happiness!

Q. Give us one relatively simple way that a company or manager can start increasing employee engagement immediately.

A lot has been written about the need for organisations to practice “diversity” in today’s environment. However, one sometimes under-stated aspect of diversity is “diversity of thought”. While diversity at an organisation level becomes the business imperative, each and every employee can, by becoming more open to new ideas (“diversity of thought”), encourage creativity and experimentation, an aspect critical in today’s democratised world of opportunity (employees may tend to gravitate towards workplaces where they have the independence to “make a difference”).

As told to Sukriti Yaduwanshi, TimesJobs Bureau