

Innovation through Employee Engagement

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ABSTRACT

Employee engagement first evolved as a concept in management theory in the 1990. Engagement is an agreement to do something for employees. It is an arrangement to employ workers, to re-employ them in the same job but not necessarily under the same conditions with the help of Effective human resource management. HR provides all the conditions for Employees that aims to increase employee commitment by giving employees greater individual responsibility for the work so that they can do a greater contribution in decision making. This Paper Titled" Innovation through Employee Engagement" provides a theoretical perspective on the same.

1. Introduction

In the face of unprecedented economic, social, demographic and environmental challenges, organizations are embracing creativity and innovation to succeed and thrive. Innovation is critical in achieving competitive advantages (Noefer et al., 2009). Without innovation, organizations fail to create the conditions for sustainable growth. Employee's Engagement levels depend not just on his work but also the work and attitude of his subordinates, peers and superiors as well as various processes and environment in the organization.

2. Innovation

It is derived from the Latin word '*innovare*' which means to make something new in a complex construct. It is studied from multiple perspectives at different levels of analysis by scholars from a variety of academic disciplines (Damanpour & Schneider, 2009). Innovation is a cognitive process that involves the thoughts, associated feelings and ways of thinking of the innovator that are expressed in their innovative behavior.

Employee innovative behavior is defined as behavior from an employee toward recognition of a problem, generation of ideas, mobilization of support and realization of the ideas related to the initial problem.

3. Employee Engagement

Employee engagement is, arguably, the most critical metric for organizations in the twenty first century. Kahn (1990) defined engagement as, "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Engagement is as a positive work-related state of mind that is characterized by Vigor, dedication, and absorption (Bakker and Demerouti, 2009).

4. Merits of Measuring Employee Engagement

- Employee contribution is essential to any business, not only for its own sake, but also because it affects a

business's ability to change, meet customer expectations, and increase financial performance.

- When employees are competent and committed, employee intellectual capital becomes a significant appreciable asset that is reflected in a firm's financial results.
- Measuring degrees of employee engagement provides data which enables actions to be taken at the point of business performance.
- Employee engagement measures can also help HR professionals to look at which areas of activity have a greater influence on retention.
- Engagement measures can also help explain the difference and determine how value can be improved across the business.
- Measuring degrees of engagement in staff can help line managers to focus on the areas which will produce the greatest improvement in business performance.

5. Linking Engagement and Innovation

- It can be identified that apart from joining and staying in the organization and having a dependable behavior, employee engagement leads to innovative behavior where employee goes beyond individual roles to collaborate with colleagues, make suggestions to improve the organization, and work to improve the organization's standing in the external environment.
- Employee engagement assumes a critical precursor role to creativity and innovation at the workplace.
- When employees are given values by empowerment and training, the employees feel a sense of consideration and they repay the organization by showing engaged behavior.
- Engaged behavior of employees motivates them to perform more than their duties and results into creativity and innovation in the organization.
- Engaged employees are source of creative performance and attracts more talented people to the organization while disengaged employees are a liability to an organization.

6. Conclusion

Innovation makes a big difference for organizations in today's competitive and ever-changing context of business. The best way for them to sustain is embed innovation into their culture, by focusing on employee engagement. To be

successful is necessary to adopt innovative methods, redefining their strategic planning, creating new markets, face challenges and better and effective human resource management practices.

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