A STUDY ON DIGITAL TOOLS FOR EMPLOYEE ENGAGEMENT

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***Abstract*: Virtual and international collaboration is becoming available in more industries every day thanks to improvements in computing speed and storage. Employees are more accustomed to working on their devices rather than face-to-face meetings or having to visit an office as technology and networks advance, computational power in consumer hardware keeps rising, and this trend is continuing. Employers have benefited from having a team with more advanced digital skills. A digitally integrated workforce is made possible by ever-improving technology. Through improved productivity, cost savings, a more mobile and agile workforce, and generally better flexibility and adaptation in an ever more complicated environment, organizations are profiting from the expanding digitalization of the workplace. Businesses are working with more diversified and international partners. The study aims to observe the methods and digital tools by which can enhance the Employee Engagement & the impact of digitization on various HR functions such as recruitment, learning and development, performance management and compensation.**

***Keywords*: Digitalization, Employee Engagement, Digital Tools, adaptability.**

I. Introduction

The idea of engagement is sometimes misunderstood since it is thought to be solely dependent on employee happiness or satisfaction. An organization must monitor the extent of an employee's emotional involvement in their place of employment in order to accurately measure employee engagement.

When employees feel a sense of belonging to the company, they are more inclined to live up to its principles and take pride in their job. Additionally, there is undoubtedly a need to change the way we think about employee engagement given that millennials will overtake baby boomers as the largest generation in the labour market by 2016.
The hard part comes at this point. A mechanical strategy, which tries to extract discretionary effort by manipulating employees' commitment and emotions, cannot lead to employee engagement.

ii. Review of literature:

Arnold B Bakker, Maria Tims, and Daantje Derks (2014) examined the role of proactive personality in predicting work management and job performance. Employees with proactive personalities were more likely to create their occupations were studied. The study results show that employees can maintain engagement and perform effectively to the extent that they actively modify their work environment. P. Matthijs Bal, Dorien T.A.M. Kooij, Simon B. De Jong(2015) projected two distinct routes for two employee outcomes: work engagement and affective commitment. By shifting the psychological contract between the employee and the business from one that is more transactional to one that is more relational. Results of a multilevel study with 1058 personnel from 17 healthcare facilities thoroughly confirmed the hypotheses about the psychological contract's function. Additionally, although the expected functions of compensation and selection were supported, the optimization technique was not. This study adds to the body of knowledge by illustrating how HRM affects employee outcomes. M. Brad Shuck, Tonette S. Rocco, Carlos A. Albornoz (2011) studied the emergent model to provide researchers and practitioners a new framework to consider, grounded in both early and contemporary theories of engagement. The study concludes that the emergent model could serve as the basis for new strategies and structures related to engagement development and could shed new light on how employees interpret the experience of engagement in work.

iii. Objectives of the study

1) To study the concept of "Employee Engagement".
2) To observe the methods and digital tools by which can enhance the Employee Engagement
3) To study the impact of digitization on various HR functions such as recruitment, learning and development, performance management and compensation.

iv. Employee Engagement Change

1. The Development of Worker Engagement:

Most references to the evolution of employee engagement mention consultancies and survey firms. It is not as well accepted as an academic concept. The idea has been discussed in the literature for about two decades and is relatively fresh for HRM. Employee engagement is derived from two ideas—commitment and organizational citizen behavior—that have received academic acclaim and have been the focus of empirical investigation. Although it may seem that the two concepts overlap, employee engagement has similarities to and overlaps with both of the aforementioned ideas, according to the statement that neither commitment nor OCB

adequately capture two aspects of engagement—its two-way nature and the extent to which engaged employees are expected to have some level of business awareness.

2 Definition of Employee Engagement:

To date, there is no single and generally accepted definition for the term employee engagement. This is evident if one looks at the definitions forwarded for the term by three well-known research organizations in human resource area, let alone individual researchers. Below are the definitions: Perrin's Global Workforce uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek likens employee engagement to a positive employees' emotional attachment and employees' commitment. Robinson defines employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee."

3. Employee Engagement Factors:

Numerous scholars have worked to pinpoint the elements that influence employee engagement and have created models with management implications. The goal of their diagnosis is to identify the factors that will raise employee engagement.

According to Development Dimensions International (DDI, 2005), a manager needs to implement these five strategies to build highly engaged teams.

As follows: 1) Align actions with the strategy; 2) Encourage inspire and promote teamwork 3) Cooperation promotes personal development 4) Offer assistance and praise when necessary.

4. Strategies for Employee Engagement

We have so far talked about the history and definition of employee engagement, the variables that influence it, and the significance of employee engagement and how it relates to corporate performance. Any interested reader may now ask: So what? at this point. The strategies for employee engagement outlined below provide a response. Managers must consider the following ten factors in order to have engaged workers in any firm. These ideas can be referred to as "tablets" because it is thought that they will treat the ailment of employee disengagement. Take ten of these pills:

1. Get started right away: Most firms do have well-defined new talent acquisition programs. They do not have any methods for keeping employees, nevertheless. The first pieces of a new employee's first day's construction should be effective recruitment and orientation programs. Using efficient recruitment techniques, managers should exercise caution when identifying the potential talent of a new hire. The newly hired employee needs to receive both general orientation regarding the company's mission, vision, values, policies, and procedures as well as job-specific orientation regarding his or her job duties, as well as responsibilities, goals, and current priorities of the department to which the employee belongs, in order to enable him or her to develop realistic job expectations and minimise role conflict that may arise in the future.

2. Begin at the top: To engage employees, leadership must commit to defining a clear goal, vision, and values. Employee engagement will never be more than simply a "business fad" or "another HR thing" until the individuals at the top believe in it, own it, impart it to managers and workers, and improve their leadership. Lip service is not enough for top management to support employee engagement; action-oriented support is required. It calls for "Leading by Example."

3. Promote two-way communication to increase employee engagement: Managers should encourage two-way communication. Employees are not empty vessels into which you pour your ideas without providing them a chance to voice their opinions on matters that affect their employment and personal lives. The foundation for an engaged staff is clear and consistent communication of expectations. Include your workforce and value their suggestions at all times. Share authority with your staff through participatory decision-making so that they experience a sense of belonging and are more engaged in achieving it.

4. Provide adequate possibilities for growth and advancement: Promote independent thought by granting employees greater job autonomy, which will provide them the opportunity to select the method that will best accomplish their tasks as long as they are delivering the desired results. Manage by results rather than attempting to manage all the steps taken to get there.

5. Ensure that employees have all they need to perform their jobs: Managers are responsible for ensuring that staff have access to all necessary information, financial, and material resources.

6. Provide suitable training for staff: Help employees stay current by enhancing their knowledge and abilities by providing appropriate trainings. It is generally accepted that when employees get more knowledgeable about their profession, their confidence grows, allowing them to work with less direct supervision from their immediate bosses. This boosts their self-efficacy and dedication.

7. Establish a robust feedback system: Businesses should create a performance management system that holds supervisors and workers accountable for the level of involvement they have demonstrated. Finding the things that motivate employees can be done with the use of routine employee engagement surveys. It is advisable to identify all the organizational engagement-boosting elements after the survey is complete, then focus on a smaller group of them.

8. Incentives have a role to play: Managers should provide both monetary and non-monetary advantages for workers who demonstrate greater workplace engagement.

Here are a few strategies for transforming employee engagement through the use of digital tools that will help increase employee output, morale, and organizational advancement.

• Goal-setting and performance management tools of the future.
• New sharing and employee recognition tools.
• New capabilities for anonymous real-time feedback, pulse surveys, and employee feedback.
• Resources for managing physical activity, mindfulness, and wellness.
• Instruments for managing and making goals transparent.
• Instruments for integrating team management, objectives, document sharing, and communications.
• Onboarding tools, knowledge sharing tools, video learning tools, and content curation tools.
• New video learning platforms with expert content and equipment for making and sharing videos.
• Analytics

V. Effects of digitization on numerous HR processes, including hiring, training, performance management, and remuneration are as follows:

1. **Digital HR, modelled after the digital world, is introduced:** The exciting new world we now refer to as "Digital HR" is the first subject to be discussed. Technology is changing at a faster rate than at any other time in my career because to mobile devices, sensors, location awareness, and soon wearables. We interact with digital apps for hours each day, are closely watched by electronic devices, and are subject to suggestions, prods, and recommendations based on analytics and behavioral economics. The way we develop programs, choose tools, and roll out and communicate solutions are all being forced to be rethought in HR as a result of this new digital world.

2. **The pace of replacing outdated HR technology will quicken:** The massive transition away from dated, licenced HR software toward contemporary, cloud-based systems will quicken. In the coming year, the number of employees using cloud-based HR systems will more than double from the more than 150 million who do so today. I anticipate that when HR apps migrate to mobile devices, the change will next occur on mobile platforms.

You may now purchase simple-to-use cloud-based solutions for payroll and core HRMS, performance and talent management, online learning, employee engagement, wellness, and employee communications as a result of investment funds entering the market. Like never before, external job advertising and recruitment services like LinkedIn, Indeed, Glassdoor, Career builder, and others may distribute and grow your hiring.

3. **Talent management will undergo a revolution:** Companies are currently fundamentally reconsidering how we manage people, despite the fact that talent management concepts are already around 10 years old. The worlds of recruitment, performance management, and training are increasingly driven by the employee. Careers are more dynamic, young people are seeking to be promoted into leadership positions more faster. Similar to how the talent management software business took off in the early 2000s, fresh, creative providers are already upending the market.

4. **The globe will continue to embrace performance management innovation.** Performance management is being completely reimagined everywhere we go, from India to China to London, New York, and Silicon Valley. This is a fundamental shift in perspective that requires us to reconsider our culture, rewards, managers' responsibilities, and the ways in which we lead and align the workforce. Many of the standard management methods we created over the past 20 years are up for discussion since businesses today are becoming "networks of teams."

5. **Feedback, culture, and engagement will all become CEO-level issues:** What was once only a minor idea has now gained widespread acceptance as businesses across all sectors understand that they must compete and function according to culture. You cannot curate and enhance your culture if we are unaware of it and if you are not a daily viewer. It is now time for the world of corporate "Like Buttons," always-on feedback tools, anonymous suggestion systems, and pulse surveys. In order for CEOs to regularly make informed decisions, we in HR must take on this challenge and develop the frameworks and tools necessary to collect all of this feedback.

6. **The way that leaders are developed will alter:** We are currently conducting extensive research on this subject, and I have come to the conclusion that the models we are currently using are flawed. Books like The End of Leadership and Leadership BS convey a story about how we aren't developing leadership quickly, effectively, or with an open mind. It's time to accelerate people into leadership positions earlier in their careers, increase the emphasis on mentoring (using the baby boomers who aren't yet retiring), and develop new models and reward structures for talent mobility, according to the report's description. This is the year to reevaluate your company's leadership development strategy (and programmes), if we haven't already. It remains a top.

7. **There will be a revolution in corporate learning:** Since I began working as an analyst in the early 2000s, we haven't experienced this much change in corporate learning. Hundreds of new learning tools and platforms are being introduced to the market, employees are increasingly in charge, and video learning is prevalent. The field of learning and development (L&D) has lagged behind, and after three years of double-digit growth, it is now more important than ever for L&D to concentrate on digital transformation, learning experience design, and open peer-to-peer learning. The paper goes into further depth, but suffice it to say that in the current economic climate, where income inequality is still a major political concern, "The Learning Curve is the Earning Curve," which means that potential hires and employees expect you to take a corporate approach.

8. **Gender inequity, diversity, and inclusion are now board-level priorities:** Although inclusion and diversity have long been HR hot topics, in 2016 they will take centre stage in all you do. Building an inclusive culture is now the top predictive strategy for worldwide financial performance, according to Deloitte's new "High Impact Talent Management Research," putting CEOs and senior executives' attention on this issue. The political landscape has made this apparent in every industry. Part of the reinvention of talent management is to infuse inclusion and diversity into every people practise in the firm (from sourcing to recruiting to assessment to promotion). Companies in the Silicon Valley, where I live, are now going above and above to promote initiatives geared toward women.

9. **Decision-making based on analytics and data will become more common:** Since approximately ten years ago, there have been discussions concerning analytics, which has long been an obscure but intriguing area of HR. This year, we can anticipate it becoming more widely used thanks to the proliferation of cutting-edge suppliers and products on the market and the emergence of analytics teams within HR. We think the "Internet of things" and the "quantified self" will converge, creating enormous opportunities to use the information we already have on individuals to understand how to enhance the working environment, improve our culture, foster higher levels of performance, and lower the risk of fraud and compliance violations.
10. **As a new breed of HR professional takes the stage, HR will undergo a makeover.** To notice how Millennial thinking is increasingly having an impact on the HR industry. Young, creative, and inventive people are taking on senior HR positions, and they are bringing fresh perspectives on how to best use behavioural economics, digital technologies, and new programmes, as well as how to make the workplace more adaptable and humane than before.

Conclusion:
These vendors and tools all share one thing in common: they are committed to assisting businesses in enhancing the "employee experience" in the modern digital workplace. They aren't necessarily attempting to further automate conventional methods because that work has already been done. They are all made to make it easier for businesses to operate in the modern world of connectivity, speed, collaboration, and information exchange. The new digital workplace in which we now work is both thrilling and, in some ways, "hard" — it causes stress, overwhelms us with information, and makes us feel as though we can never catch up. We feel as though we work in a "all you can eat information buffet" today; we see a lot of food, try to eat it all, and then feel guilty.

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