

Employee Engagement in Recent Trends for building Individual performance

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Abstract: Employees are the most important asset of an organization in enhancing the progress and productivity in the strategic perspective. The advancements in the technology brought a drastic change in the work atmosphere. Every organization aims to enhance the performance of an employee in acquiring multiple skills in either through traditional transformation or by digital means. Swift response from the employees is the main objective in working for continuous hours post pandemic. Mere fluctuations in the organizational routine during Covid-19 made the staff to develop better and keep engaged for longer hours at work. It has also become mandatory to get updated with the trends in employee needs to transform as a valuable workforce in harnessing the latest technologies and learning sources. Few are in dominance like Critical thinking skills, Digital Skills, Virtual Reality, Diversity, and Reskilling and get accustomed with Hybrid model of working. This not only helps to learn new skills but also boosts Emotional Intelligence at work. It is essential for the employees to stay competitive in their profession to reap short term and long term benefits and be on par with the necessities expected by the employers. Shift in employee working environment from physical to digital set new challenges by keeping engaged for enhancing the productivity of the organization.

Key words: Critical thinking skills, Digital Skills, Virtual Reality, Diversity, Reskilling Hybrid Model, Emotional Intelligence, Productivity

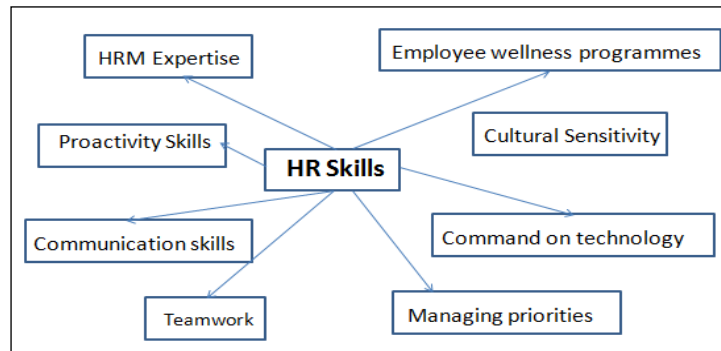
INTRODUCTION

HRM plays a significant role in an organisation as people are the main resources for the development of the organisation. With the increase in local and global competition, there is a need for the employees to upscale to contribute better in their profession. Employees not only can perform better but also get trees killed by learning the new skills that demand their job description. The drastic change has been observed and many transformations among the employees and the work style also gained significance with the difference in performance. The desires, motivation and interest of the employees can be achieved with gradual updating despite the pandemic. A new rise to digital work culture has gained more importance in streams like education and employment. Continuous learning has become inevitable for employee in personal and professional growth in an organisation. The effective HRM issues to enhance the effectiveness and efficiency in achieving goals and objectives of the organisation. a well defined strategy can outperform the employees performance, imbibe ethical conduct and belief, keep positively influenced and build loyalty retargeting long-term success. Being digitally literate offers capabilities stand beyond imagination when it comes to emerging technologies. Acceleration of technical acumen with the advanced digital skill set is gaining significance. Multiple skills acquired by the employees in their job create the competitive edge in driving towards a thorough understanding of the vision and policies of the organisation. This paves a way for all round development of the employee personally and professionally on a continuous basis. The main aim of HRM is to utilise the resources effectively and efficiently by adapting the changes to ensure harmony in fulfilling the needs and responsibilities that enhances the employees abilities in their job in designing the organisations overall performance.

TRENDS IN HUMAN RESOURCE MANAGEMENT

- 1. Hybrid work model for the future:** There is flexibility in choosing the most productive hours by creating the work environment either virtually or physically to combine the onsite and offsite work locations. This model is an advantage to create a space from the work and can balance the personal life by setting up the work schedule that gives their best on the selected day. Additional working hours can be contributed by the employees working from home along with family care and other domestic chores.
- 2. Power skills play a key role:** Basic skills in performing a task are the key factors in their job, but the new skills like communication skills, critical thinking skills, problem solving skills, teamwork, creativity and adaptability are most demanded prerequisites in the current job description for the employees. Experiential learning is the most significant factor as it encourages the learners to develop critical thinking skills, problem solving skills and decision making skills leads to deeper understanding of the core concepts observed in reality.

3. **HR analytics are the priority:** Assessments of the insights of the employees and their contribution towards the success and impact on the organization for better sustainability. Decision making, prediction of the trend based on the past data and keeps the employees informed and variety of goals can be achieved based on tackling the priorities. Various analytics used for measuring the training efficiency, minimising the turnover rate and absenteeism, analysing the revenue per employee, are crucial to evaluate the performance of the employees.
4. **Global Work force diversity:** With the advent of remote work the predicted trend is the rise of a globally distributed workforce. This enhances the interpersonal relationships among the employees, creates a collaborative environment making the heterogeneous employees to perform better. Healthy work-place relations and inclusive environment with the contribution of the full potential of the employees at the workplace.
5. **Keeping the human touch alive:** Keeping in touch with people and understanding their ideas and emotions play a crucial role in developing healthy relationships among the employees at all levels. There is a dependency on the human intellect to analyze the subjective analytics by which the machines and robot automation cannot supersede. Communication among the employees bridges the gap and develops the rapport for better results.
6. **Reskilling and up skilling:** It is important to identify that the jobs with very good knowledge and skills are increasing and those with low skills are decreasing gradually. Skill mapping is the most significant factor for increasing efficiency and productivity. 21st century approach of HRM is to utilize the knowledge and expertise of people efficiently and effectively to meet organizational targets (Wong & Snell, 2003). Multi skilling is expected from an employee for the all round development in the organization. As long as the reliability on the technical and latest technologies is increasing in the global, the need for the digital skills and transformations is also increasing.
7. **Developing employees through Leadership Psychology:** The specialized skills acquired by the learner beyond the four walls, engaged in wider range of real time applications helps to develop soft skills, and leadership skills that are demanded and recognized as the outstanding performer in the revolutionized trend. Meaningful relationships with the team members, subordinates, superiors create a congenial environment and an opportunity for talent acquisition. Recognition from a superior is a priceless asset that internally motivates to stay committed under good management.
8. **Employee involvement:** A powerful tool for maintaining the harmonious relation among the workforce in an organization. Employees are given an opportunity in making decisions with transparency and openness in communication with the team members which develops the trust among the employees. A positive culture is cultivated and people feel good working in a collaborative environment where they work. Employee involvement is one of the drivers of motivation that makes them learn new skills and capabilities in performing tasks and achieving targets for ambitious employees.
9. **Re-engineering work processes for improved productivity:** Redesign of human resources and management of human resources is the major aspect for improved productivity. The reward system influences motivation primarily through the perceived value of the rewards and their contingency on performance (Hickins, 1998). This reflects the performance of the organization with the latest trends and techniques implemented shapes the future and produces the qualitative output.
10. **Accelerating workplace transformations:** Many changes are observed post Covid-19, a rapid shift to Work-From-Home (WFH) environment, latest trends of cloud mobility, reliability on automation as new skills are high in demand. In an organization, the manager has to work to avoid such scenario and they need to help employees in finding right work life balance (Kossek, 1998). Work place adaptability is a key driver for the employees to be flexible, improve competitive stature, develop readiness for innovation, and get acquainted with the diverse workforce with remote access at work. This also enhances the job intellect and exposure to work with the colleagues from diverse backgrounds and culture. Employee empowerment with clear benefits is considered as pre-requisites in the trend.
11. **Changing skill requirements:** Adaptability in learning is the main challenge for the upcoming learners and for overall development. The learning has become a major concern in the process of up skilling. It is crucial to understand the sources to rely and grasp skills and implement in the particular situation. To make a project or a task to accomplish successfully, it is necessary to manage conflicting ideas and navigate the complexity to a supportive environment by bringing consensus among the partners in the team. This underpins many of the skills and competencies and helps to develop soft skills that improve the abilities and interaction at work.
12. **Emotional intelligence and Social Intelligence:** The crucial aspect of the work environment is occupied with the unique human capabilities as few jobs need a human element. Empathy, ability to collaborate and excellent communication skills, natural creativity are major factors definitely contribute the best of the employee in their job in an organization. Out of the box thinking helps to brainstorm and can generate creative ideas and cannot be replaced by the latest digital technologies.
13. **Anticipate new jobs for the future:** With the ongoing digital transformation, it is expected to minimize the knowledge gaps and get connected with the frequent changes happening in the organization. Rethinking of the best new HR practices like change in HR core competencies, assessment of the demand and supply of talent, identification of skill gaps and shifting the focus on industry adaptations, Rise of the new trends in employment and continuously evolving technologies drive to act quickly by assessing the situation and conceptualizing multiple ideas may become the routine in the work place.

**Fig1.HR Skills**

MAJOR CHALLENGES IN HUMAN RESOURCE MANAGEMENT

1. **Globalization:** Attracting the global talent makes the organization to stay ahead in the competition and can meet the needs the society. It is also demanded to train the staff to meet the expectations of the global standards to be flexible and competitive at work place. Acquisition of latest skills motivates the employee or an individual to get accustomed with the new job requirements that reflects the Knowledge, Skills and abilities and elevates the core areas in their job.
2. **Recruitment and Selection:** The more focused aspect in Human Resource Management is the search for the perfect fit in the position in an organization. The quality of the work is one of the crucial factors in assessing the efficiency of the employee. The perception of every individual varies from one another. The selection of an employee is the striving factor in locating the right candidate in the right designation in the process of recruitment.
3. **Employee Wellness Programs:** Provision of salary and wages to the employees is not just a motivating factor in the current scenario. Mental and emotional stability in the personal and professional life plays a vital role in making crucial and sensitive decisions. This counts for the long term effect both in family life and at work place. Maintaining work life balance along with the emotional balance of the employees should be the priority. Empathy, nature of understanding the attitude, feelings and emotions must be the consideration for the mental wellness of the employees.
4. **Rapid changes in the trend:** It is known that change is constant. In the technology dominant era, the needs and expectations of the employees are increasing. The technological transformations compel the employees to get equipped with the latest skills and talent for accomplishing the tasks successfully. It stands as a challenge for the personnel management to motivate the employees to move forward in accordance with the goals and objectives of the organization. An intrinsic motivation among the employees towards the changes occurred and should be made ready to adapt for the added competencies in working better and understanding learning as a continuous process.
5. **High employee turnover:** Employment is an opportunity for building the career ladder by improving the financial and family status, to earn respect, and self esteem in the society. This develops as a challenge for an organization to make people retain despite work pressure, improper work life balance, increasing levels of frustration, lack of recognition, and unrecognized efforts. It is to be identified that the productivity declines if the employees are disheartened and unhappy at their work place. A poorly matched employee or a misfit in a particular designation may lead to high turnover because of mismatch of skill set that reflects the productivity of the organization.
6. **Strategic and effective training programme:** Knowledge development and skill enhancement is one of the major factors that foster the employee development and management development. A well planned training programme designed for the staff to sharpen the skills is a prerequisite in matching the job description and evaluating the performance of the employee. A training programme that acquires new skills makes the employees keep committed, connected and loyal for the sustainable development of the organization.
7. **Lack of skills:** Skill deficiencies and shortage of skills among the workforce leads to the loss of the employees and the investment in resources. Bridging the skill gap and knowledge gap through the either through the training programme and counselling programmes results better productivity that increases the effectiveness and efficiency of the organization. Employees with diverse skills like leadership skills and team building skills drive them to reach their full potential in handling real time situations at work when demanded. Poor quality works neither gain importance nor recognition might be a reason for the low score in the performance appraisal.
8. **Building a culture of continuous learning:** Learning by doing is prevalent in the digital trend. Real time learning makes the employees more engaged and develops emotional, social and psychological behaviour at the work place. This also develops problem solving skills, critical thinking skills, and creates enthusiasm in acquisition of new talent and interpersonal relationships. Working in a team helps to develop collaborative thinking, coordination and commitment towards task accomplishment at work.
9. **Heterogeneous work culture:** The organization's competitiveness and the productivity is flourished with one of the greatest factors that the diversified workforce is prevalent. This contributes in reaping long term benefits for both

the management and the employees. A higher level of creativity and diverse decision making from various backgrounds is one of the factors for enhancing the performance of the organization. One of the main reasons for ineffective workplace diversity management is the predisposition to pigeonhole employees, placing them in a different silo based on their diversity profile (Thomas, 1992). The main reason is that the employees of different backgrounds vary from their religion, ethnicity, beliefs, social class, values, physical appearance, thought process and background characteristics imbibe the cultures and work as a team with collaborative thinking with collective efforts.

10. Cyber Security is a priority: In the recent changes happened post during the pandemic, the secured infrastructure has become a challenge with the Work from Home (WFH) policy. Data confidentiality and Data privacy were the biggest issues to be critically evaluated in the process of change management. Large employers must be more responsive in concealment of the data as Hybrid model of work is prevalent in common. Minimization of fraudulent activities between the man and the machine must be the main concern of the organization. Effective and safeguarded collaborative work environment must be emphasis with machines along with human intellect.

CONCLUSION

Exceptional employee experience and to create a competitive edge in the job is one of the significant factors to retain the talent in the organizations and to succeed in today's ever changing world. Inclusion of technology and its importance is a non-defensive reason in HRM. The level of expertise in the discipline has escalated from awareness to excellence or even outstanding to work more effectively and efficiently. Workforce transformations is one of the business priorities and there is a need for focusing on the roles for restructuring the positions to drive engagement and innovation throughout the organization for improved results. Familiarity with specific kind of technology to work particularly in hybrid model is the need of the hour. Employee well being with wider understanding is one of the key indicators to boost the productivity despite the status quo. Continuity in monitoring the crucial skills with the early response remains to stay at the top of the performance to excellence.

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