



Employees going extra mile– A positive sign of employee engagement

M Bharath¹, Dr. A Velanganni Joseph²

¹ Research Scholar in Business Administration, Madurai Kamaraj University, Madurai, Tamil Nadu, India

² Associate Professor, Department of Youth Welfare Studies, School of Youth Empowerment, Madurai Kamaraj University, Madurai, Tamil Nadu, India

Abstract

The term 'Go the Extra Mile' literally means taking extra effort to complete the task. In management, the term refers to the employees taking extra effort to complete his task that leads to achieve business objectives and goals. They will be highly engaged in their work and connected emotionally, cognitively and self motivationally with the organization. The most of the organization in the world have realised the value of human resource as an asset gained by the key contribution by employee engagement. Encouraging employees to go extra mile is a new approach of HRM that results in creating learned motivated engaged positive work environment. It tends to increase the performance of teams which leads to increasing productivity and indirectly it contributes to sustainability. The study deals with extra miler, importance of extra miler and key drivers that encourage employees go extra mile. The study explores the results of approaches of HRM to encourage employees 'go extra mile'.

Keywords: Go the extra mile, extra miler, drivers for go the extra mile, employee engagement

Introduction

Encouraging Employees go the extra mile is a key approach of HRM that results in creating learned motivated engaged positive work environment and culture. It tends to improve the performance of teams, to fix a work standard and to add value to the stakeholders. Building and sustaining employee engagement is more like a cross country race than a sprint: It takes perseverance and endurance to create a workplace environment where employees consistently go the extra mile- performing beyond expected level to help their organization achieve its business goals (Tom Davenport, 2010) [1]. Employees are engaged in their work when they are recognized as individuals, their performance is rewarded and their other work related needs are met (Stephen Harding, 2010). When there is adequate support, the performance management process becomes a key mechanism for providing feedback to employees and tracking individual development (Towers Watson, 2010). The Purpose of the study is to explore the literature related to encouraging employees 'Go the extra mile', to frame go the extra mile a construct as a new approach of HRM, to support the existing literature and to tend for future research.

Objectives & Methodology

To explore the literature related to encouraging employees 'Go the Extra Mile' or employee engagement, to support the existing literature and to tend for future research. The questions raised to explore the literature related to encouraging employees 'Go the Extra Mile', 1. Who is an Extra Miler and how he is defined?, 2. The Need for Extra Miler in HRM context? 3. The drivers in motivating employees Go the Extra Mile and 4. How he can be encouraged? The study is a conceptual note and descriptive in nature and it is relied on secondary data collected from journals, magazines, online journals and books applying systematic literature survey method using terms / themes like Go the Extra Mile, Extra Miler, Employee Engagement, Drivers of Engagement.

Extra Miler & Need for an Extra Miler in the work environment

The term 'Extra Miler' refers to an employee who stays a little later in the office to finish the task given to him, arrives a little bit earlier to complete his work task assigned to him and persists in completing his work and perseveres in reaching his goal despite obstacles (Towers Watson, Nov, 2009) [6]. The extra miler who will be highly engaged in his work and who will be connected with his work and with the organization rationally (understanding his role and responsibilities), emotionally (passion for his work) and self motivationally (performing his job well) (Towers Perrain, 2009).

The Extra Miler at work who goes above and beyond their job description, who puts in a little extra effort and makes it easier for everyone (Ning Li, 2015). The performance of teams is better when the extra miler in a team who shows the most willingness to go above and beyond his job description. When the extra miler is placed in a center position in the workflow, he comes to contact with as many teammates as possible and he improves team dynamics and performance. When he is in center position in the workflow, others can see what he is doing. Through this role modelling, others become better. Extra milers typically go the extra mile by showing two behaviours Helping and Voicing. Helping behaviour refers to the physical assistance to other workers with their jobs. Voice behaviour refers to providing leadership by speaking up to make constructive changes that provide a better workflow or work with management to make the job easier for the workers (Ray Williams, 2015) [7].

Key drivers determine employees to go the extra mile

The key drivers that are, Senior management demonstrating a sincere interest in employees well being, employees believing their organization offers them opportunities to develop their skills, capabilities and career advancement, having organization reputation for social responsibility,

employees feel they can contribute to decision making, employees benefit from challenging work assignments, employees enjoying good relationship with their managers and organization encouraging innovative thinking, accepting their innovative ideas. These key drivers determine connections with employees rationally, emotionally and self motivationally to go extra mile (Towers Watson, 2009) [6]. Watson suggests to leaders to follow the five key areas that know your employees, grow your employees, inspire your employees, involve your employees and reward your employees to encourage employees to go extra mile. Victor Lipman identifies the work culture of an organization that has peer motivation, feeling encouraged and growing professionally and positive supervisor/ senior management has higher impact in creating employees go the extra mile than the monetary factor (Victor Lipman, Dec, 2014) [2].

Encouraging the Extra Miler

The Extra Miler can be encouraged by these key approaches as shaping the work experience to foster a sense of engagement, reducing the factors that destroy engagement and strengthening employee's resilience (Tom Davenport, Stephen Harding, 2010) [1]. In the context of fostering a sense of engagement, 'allowing employees a generous degree of autonomy' in the work and task that will make employees to feel they are recognized and supported by management as individual's discretion in deciding how best the work can be done. In the context of reducing factors destroying engagement, even highly engaged employees getting frustrated in their work and in work environment by 'lack performance support and lack of employee well being'. Performance support provides a work environment that enables employee effectiveness and productivity through appropriate training, well functioning equipment, a good fit of worker's skills to their roles, positive working relationship and adequate resources. Employee's wellbeing refers to feeling happy in their job and work environment. In the context of strengthening employee's resilience, 'the resilience training' can be introduced to take a proactive approach to develop the workforce's ability to withstand adverse change. The training techniques build employees' self efficacy and mastery, which in turn act as buffers to stressful circumstances. Employees can be trained to be competent and confident in their ability to do their work well feel more certain and more in control (Towers Watson, 2010).

Conclusion

The Extra Miler plays an important role in increasing the key performance of a team when they are placed a centre position in the workflow. When they are encouraged to go extra mile, they become a role model for others. Further, their extra mile efforts are the positive sign of being engaged in their work. This is a motivational approach of HR function to have learned motivated engaged positive work environment to increase the performance of employees that leads to increased productivity, having competitive advantage, increasing value to stakeholders and finally contributes to sustainability.

References

1. Davenport Tom, Harding Stephen. 'Motivating Employees to Go the Extra Mile: The Manager's Role in Engagement', 2010. retrieved from <https://www.towerswatson.com/en/Insights/Newsletters/Global/strategy-at-work/2010,TW-NA-2010-17785>.
2. Lipman, Victor Dec. 'What Motivates Employees to "Go the Extra Mile?" Retrieved from <http://www.forbes.com/sites/victorlipman/2014/11/04/what-motivates-employees-to-go-the-extra-mile-study-offers-surprising-answer/#59349f24636a>
3. Robbins Stephen P. 'Organizational Behaviour' Prentice Hall, Upper Saddle River, NJ, 9th edition, 2000.
4. Shron S McGowan, Jackie M Conley, *et al.* 'Engaged Employees – Go the Extra Mile', published in "Critical Thinking: Thought Leadership Series" in Hudson, retrieved from [http://Hudson-employee-retention-talent-plan%20Empl-Engage%20\(1\)](http://Hudson-employee-retention-talent-plan%20Empl-Engage%20(1)).
5. Suff Paul. Reilly Peter. 'Going the Extra Mile The relationship between reward and employee engagement, Published by: Institute for employment studies, Mantell Building, University of Sussex Campus, Brighton BN1 9RF, 2008. UK, retrieved from www.employment-studies.co.uk/system/files/resources/files/mp79.pdf.
6. Watson Towers. 'To get the extra mile from your employees, be ready to go the extra mile!', retrieved from One World, Joseph Noone's Blog, 2009. <http://josephnoone.com/2009/07/05/to-get-the-extra-mile-from-your-employees-be-ready-to-go-the-extra-mile/>
7. Williams Ray. 'Managers: Motivating the employee willing to go the extra mile', 2015. retrieved from <https://www.linkedin.com/pulse/managers-motivating-employee-willing-go-extra-mile-ray-williams>.