A Compilation of Pragmatic Organizational Tools & Practices for Employees Delight

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ABSTRACT: *The main aim of this study is to compile the pragmatic organizational tools and practices can be used by organizations to achieve employees' delight. This study compiled thirty pragmatic tools and practices which include expectation clarity, employee's empowerment, open communication climate, competitive compensation, and stock option etc., to name a few from literature and discussed how they can be handy for achieving employee delight. For this purpose, various theoretical and empirical studies, which specifically addressed the topic of the research, were examined to identify the suitable organizational practices and tools. The complied practices and tools will help theorist and researchers to extend literature on organizational tools and practices and will help managers in designing their policies and practices and they should all find this article to be worthwhile reading. Researcher observed that more analytical and empirical studies need to be conducted in different business and industrial setup to understand the varying needs of employees and to equip organizations with the knowledge necessary to improve their capability to achieve employee delight. Researchers concluded that implementing all of them together may not be feasible for organizations, but carefully combining right mix of tools as per the suitability to meet employees' needs can help organizations in achieving employees' delight.*

KEY WORDS: Pragmatic organizational practices & tools, Employee delight, Employees Loyalty, Employees Empowerment, Expectation Clarity, and Open Communication Climate.

INTRODUCTION

Employee delight is a state in which employees have pleasant and positive experiences that go above and beyond what they expected from their jobs and organizations (Derry G,2021). "Employees Delight" is a level above satisfaction, and crucial for establishing employees' loyalty towards organization and delighted employees show loyalty and commitment toward their job and the organization (Agrawal A, 2018). Employees delight is the product of organizational culture, climate, policies, and practices. Achieving employees delight is more than a task or project for a company (Spinelli. B, 2015). It is a critical strategic initiative to gain employees loyalty and inspire them to give their best to the work they do and continually seek to improvise their contribution for the organization (Kaemingk D, 2019). Agrawal A (2018) mentioned in her article that employees will be delighted if they receive organizational support before they even ask for it. Business leaders have started realizing that employees are expecting the same level of convenience at work that they enjoy as consumers of organizations. They become more productive, devoted, and satisfied when they get what they expect and need from the organization (Hall B, 2015). Research shows that Human Resource officers agree that a superior employee experience not only leads to productivity gain in the company but also increases employee satisfaction and loyalty (Urmila. I Ghosh, Nitu, 2020). Financial incentives are not the only things that can make employees happy, argued by some researchers (Abdullah, A.A. & Hooi, Carol ,2013). A research study conducted by Geue, P. E. (2018) shows that working in a positive team environment makes employees happy feel valued at work. However, employees' wallets have traditionally been the key to their heart. Pay increase are sure-fire approach to keep employees happy and in addition providing employees-cantered incentives program will certainly help the organization to delight employees (Wickramasinghe et al., 2012). Swartwood. J (2013) mentioned in her article titled "Delight your employees to delight your customer" that employees delight is not million miles away from customer delight. Firms striving for customers delight wish to offer the value in the form of product and services which is exceeding their expectation with the aim of gaining their loyalty so that they will be repeat their purchase. Employees delight is all about exceeding employees' expectation and creating positive experience to improve their loyalty. Here the difference is what effect employees' loyalty create for the organization. Singhal, Mayank. (2015) stated that higher employee loyalty results in good employee retention and by retaining best employees' businesses can reduce their time and money spending on replacement of employees and training them to get acquainted with the work. Delighted employees will be more motivated to work and discharge their duties with enthusiasm. Additionally, they are more inclined to share company's values such as honesty and responsibility and passion for the company's products and services (Bhattacharjee D, et al,2013). Business leaders started realizing that employees delight has a knock-on effect which can create customer delight too. As mentioned by Dhingra N (2018) that loyal and motivated employees is key for creating great customer experience. A cheerful thank-you in an internal

newsletter, empty pat on the back and catchy slogans are not enough to created employee delight. Creating an environment that should create genuine sense among employees that organization identify the needs of employees and takes steps to satisfy them beyond their expectation even before they ask for it is a key to improve employees' delight (Itam et al.,2020).

Hence, the objective of this study is to compile the best organizational practices and tools that can be used to develop employees delight at work. Researchers were able to identify from the literature some of the useful and very interesting organizational tools and practices that may help businesses to gain employees' delight. There isn't a single, clearly defined approach to achieve employees' delight. However, assessing employees needs and finding ways to satisfy them by using realistic tools will certainly help organizations. Researchers believe that using right practices and tools in organization will offer the best experience to employees. Although, no organization can implement all of these, doing so with at least mixture of some in place would surely help the organizations to reach a decent level of employees' delight.

METHODOLOGY

To identify and evaluate different organizational tools and practice that can be applied to improve the employee delight, a thorough literature review was conducted. This study is descriptive in its nature and presents the narratives of secondary data that was gathered from a variety of secondary sources, including books, theses, reports, and other information available online and offline. This study also presents results from top journals and peer-reviewed papers in the fields of organizational behavior, strategic management, and human resource management. The names of some of the journals used in gathering data on the topic of research but not limited include International Journal of Innovative Research and Technology, International Journal of Creative Research Thoughts, Annual Review of Psychology, Business and Economic Review, etc. All chosen journals are indexed in Scopus, Web-of-Science, and UGC Care List A* categories. Other journals were left out because they weren't fully acknowledged and approved in the field of research due to their quality. The following key words such as Motivational practices, Motivational tools, Employees satisfaction, organizational practices, Incentives, Compensation & benefits, Financial and non-financial incentives, Employees delight, and rewards options etc., are used to search for the research papers for review purpose and to identify the realistic and suitable organizational tools useful to achieve employees' delight in organization.

Compilation of Pragmatic Organizational Tools & Practices:
Employees delight begins with basic things. One size does not fit for all. Making employees delight cannot be done using one specific or a set procedure. Proper planning and working on it is crucial to develop employees' belief that the time they have spent working in organization has value if

organization look after them. The following are the realistic organizational tools and practices extract from the literature are discussed below.

Expectation Clarity: It is crucial to comprehend what employees expect from their superior, but employees are often curious to understand what is expected from them. Having expectation clarity, clear and specific goals can increase output and performance (Atkins I, 2022) Any firm may be built on the right and passionate people, if they are given the right care, you can get the best out of them and make delighted. As mentioned by Blackman et al (2013). management should not just do things for employees because it is their duty to do so, they should try to find and determine what employees need and it will be effective in this mission of achieving employees delight.

Aligning Employees with The Business's Mission and Vision: Believing that every employee wants to contribute in some way to the organization is crucial (Shvydun R, 2021). Management should understand why employees are carrying out whatever work has been assigning to them and value what they do. Boswell et al, (2006) stated in their research article that measuring how well work is completed will determine how successful the firm will be. If the task is not completed properly, it will seriously impede growth. Do not overwhelm your employees with tasks and procedures. The secret is to make an employee satisfied and make them delighted with the work is to give a sense of value for it, that they truly do make a difference (Collins, J., & Porras, J. I.,2002).

Recognition & Feedback: Research shows that, appreciating employees for a job done well is what delight employees most. Some employees endure the burden of believing they are not contributing enough to job (Villeval, Marie-Claire, 2020). It is crucial to give close attention to what employees doing properly and rewarding them for it. To identify opportunities to compliment and reward them, the management should be paying closer attention to their performance (Arnold HJ, 1976). Manager should adhere to the fundamental rule of praising in public and criticizing in private and welcome their suggestion and listen their grievance seriously. Additionally, as a manager, never accept comments from a team member the next time if you can't do anything about it.

Orientation For New employees: The process of exposing company's policies, hierarchies and job responsibility is known as orientation and induction. It is a technique to welcome new joiner to the organization and it create initial impression and perception of the organization (Awan & Wasim, 2019). Employees satisfaction and delight is highly influence by orientation program offered initially and shapes employees' perception towards the organization (Kaiser, 2006). It supports the management to establish lasting relationship with employees for the organization.

Training Opportunities: In today's rapidly changing business world, where the lifespan of products, process and technologies is getting shortened which necessitate organizations to upgrade

their employees' competencies (Presbitero et al, 2016). When organizations make investment on upgrading employees' skills and competencies, they will be able to gain employees trust in the company (Umer Ahmad, 2013) and give them the sense the organization is equipping them with the tools they need to succeed in the job market. The findings of earlier research studies have shown a strong correlation between training opportunities and employees' satisfaction. To gain a competitive edge and keep employees happy and delighted organization should offer opportunity for training to upgrade their skills (Al-sharafi et al, 2018).

Competitive Compensation: Competitive salary has a significant impact on employees' delight, and organization should never consider employees salary as cost, but rather as an investment (Hitchock, S. D. and Willard W., 2015). Salary should be equal to or more than what other organizations in the same industry or region pay for the work. Organization should continuously evaluate salaries for all positions to ensure that employees are fairly compensation (John. L & Teru. P, 2017). Offering competitive salary is nothing but considering employees as an appreciating asset and no doubt that they could initially be a cost to the organization, but as they gain new competencies and satisfied workers who enjoy their work grow in value.

Health Care & Insurance Scheme: Employees these days expect their organizations to provide them with medical benefits to support their health and wellness as well as those their family members due to the rising expenses of healthcare across the countries (Balkin, D. B., & Griffeth, R. W.,1993). Organizations have started realizing its significance for creating employees' delight. According to a survey in the "Economic Times" a newspaper publication from India that large number of professionals get sick while working as a result of stress and pressure from their job. Employees, especially those over the age of forty, believe that health insurance is crucial part of their compensation package and that its absence will make them unhappy.

Flexible Working Time & Place: The idea of work-life balance is becoming popular and organizational leaders have started implementing work-life balance policies and offering flexible work schedule to make their employees happy (Shagvaliyeva, 2014). As stated by Simone Kauffeld, Eva Jonas & Dieter Frey (2004) allowing employees to set their own schedule promote a sense of employer concern for their well-being and personal lives which increases job satisfaction and employees delight. This can be used as a powerful tool to gain employees loyalty and make them delighted with organization's policies and practices. Flexible working time also benefits employers by lowering absenteeism and turnover rates (Hofacker and S. Konig, 2013). Giving employees the freedom to choose when, how long, and where they work is what is meant by workplace flexibility.

Holidays Benefits & Paid Personal Time Off: A research study reported in forbes.com a popular business website portal, both the employer and the employee gain from holidays and paid leave. Anchor. S (2010) in his book "Fuel Success & Performance at work- Crown Business", cited

research from the American Psychological Association which indicated that taking time off and relaxing causes employees' brains to think more positively, which increase their productivity by 31% and overall sale by 37%, creativity and revenue by 33%. Vacation polices have numerous advantages, including increased productivity, a more positive work environment, increased employee engagement and retention and a significant health advantage and benefits which will be having a measurable and direct impact on an organization's bottom line (Bloom Jessica, 2012). Paid holidays are considered as a powerful motivational tool among many organizations.

Defined Contribution Retirement Plan: The defined contribution plan has become retirement plan of choice for many businesses and individuals. In this plan, the employer and employees choose and decide how much they want to contribute under this plan. It guarantees an income for employees after retirement, and the amount a retired employee will be receiving each month depends on variety of factors, including the number of years the employee worked for the company, their salary and career earnings. (Hayes A, 2022). It is often used by some of the organizations as a strategy to delight employee and retain employees since there is a huge potential cost for them to leave the firm too soon. Additionally, it is made to be more generous for those who stay with the company for a longer period because their annual pension will be higher.

Defined benefit: Bodie. Z et al (1988) mentioned in their book that, defined benefit plans are also known as pension plans which ensures employees a specific sum of money in retirement. Here benefits are normally computed based on salary, employment history and length of service. Even though defined benefit plan is not very common currently, but it could be powerful motivational tool to gain employees motivation and loyalty because employees consider this as a financial security. Although it has been discovered that very few employers provide this benefit, but still this practice both directly and indirectly motivate employees to stay loyal with the company for a longer period.

Spot Cash: It is called as retention reward, and this is used not only make employees happy but retaining them in the organization. Spot cash might can serve as a supplemental tool for motivation of employees. One of the biggest changes in the world of pay today is the usage of spot incentives and other similar types of spot bonuses, which have a favourable influence on employees that can far the cost to the businesses (Menefee et al, 2004). It can be used by the managers to show gratitude and appreciation of the behaviour that they want to promote from employees in future. This could be a useful tool to gain employees loyalty and satisfaction.

Stock Options: Employees stock option scheme is a perk provided to employees as reward or token of appreciation in exchange for good work done by them to create a sense of belongingness among employees (Nalin Kulatilaka & Alan J. Marcus, 1994). Some organizations prefer offering stock option over employee bonus and incentives, because giving them stake in the organization

buy them stock or share at a discounted price. Stock option should be used an optional benefit where employees have the choice of subscribing or not to subscribe for share capital for a concessional price or for free instead of purchase it from the stock market. Some companies offer this benefit only if an employee stays with the company for a predetermined number of years which is decided by the company. Stock option is regarded as a powerful tool for employees' motivation and retention (John Hull & Alan White, 2004).

Open Door Policy: This policy welcomes all employees to visit management and their supervisor and aims is to promote open dialogue, constructive criticism, and discussion of significant staff grievances. This policy encourages not to worry about bringing up issues at work outside of their own line of command and aim to foster an atmosphere where employees feel free to voice any questions or concern without fear. Additionally, it might convey to staff members the desire of the management to operate openly. Decker A (2022) mentioned in her article that organizations also benefit from open-door policy because it frequently means that they will learn about the problem before they get worse. It helps is managing employees on one side and understanding and solving problem of employees on the other side which will eventually create a sense of feeling that management is taking keen interest to understand and solve the problem of the employees.

Childcare Support or Subsidies: Child-care subsidy is a program in which company provide financial assistance to eligible employees to assist with child-care costs (Forry ND, Hofferth SL, 2011). Multi-national companies like google, Infosys, TCS and Wipro are popular due to their excellent compensation and benefits policies including childcare support among IT techs are considered as best places to work. Childcare assistance is considered as the most valuable perk by many employees, especially those parents who are bringing up infants and children. Even in the best of circumstances, finding affordable childcare assistance may be challenging for working parents. Offering these benefits allows smart, compassionate businesses to support their staff members and fosters an understanding of how much care the company is taking of its personnel which could be a powerful tool for achieving delight. Some business goes above and beyond to assist employees in making the most of already available child-care assistance and in locating better and more affordable childcare options.

Workplace Facilities: According to H.P., Halil. (2012) working conditions are created by the interaction of employees with their organizational culture and climate and it encompasses psychological as well as physical working conditions. Yesufu (1984) argued that both the physical environment of the office will be impacting quality of work and productivity. Office is a place where employees spend a major part of the day. If the organization fails to provide required physical resources will undoubtedly make employees uncomfortable while they are at work and will be affecting the productivity and work quality. Companies should ensure that employees feel at ease while working by providing amenities like drinking water, restrooms, first aid stations and

parking etc. Therefore, it is crucial for the companies to have all required working facilities to increase employee morale and motivation as well as to make them feel at home at work.

Tuition Allowance: Tuition grant or reimbursement is a strong motivational tool. Many employees look for tuition aid benefit (Wingo L, n.d). When an employee enrols in some professional courses to advance their skills and competences, the company may cover all or a portion of the cost. This will certainly make employees happy and employers' benefit from employee loyalty. Additionally, it serves as a recruiting tool for companies looking to hire high-potential employees who are motivated with continuous learning and development.

Retention Bonuses: Retention bonus is another motivation tool that many companies use. This benefit is given to employees to persuade them to continue working for the organization for a longer period. It is the sum of money paid as an inducement to make key employees happy, especially during critical period so they can put all the best competencies and effort to deal with ongoing company difficulties (Kagan J, 2022)

Utility Allowances: Utility allowance program provides subsidies to employees in one form or other which include providing telephone allowance, transit fare subsidies, vanpool fare allowance, car parking allowance or free parking etc. As mentioned by Paljug K (2022) in her blog, employees may utilize their travel reimbursement for any mode of transportation or for any other purpose. Employers who provide these benefits to benefit in many numbers of ways. The provision of these benefits may also help the business in luring and keeping employees happy.

Non-cash Rewards: It is an award given to employees which does not involve cash. This reward could be almost anything from small to big material object or service. It could be a pen as gift or like jewellery, precious metals or a car and it can also be renovation provided to a building or auto repairs conducted (Sureephong et al, 2020). Daniel a senior HR consultant at Keating Advisor LLC, stated that non-cash awards stick in peoples mind longer than financial ones. People generally find it awkward to discuss money, but they like to talk about their new golf club trip. For managers, there is no need to make a special effort to draw attention to physical non-cash incentives because they are readily available and affordable. This could be best option to make employees happy in the organization.

Dress Code: In a casual workplace jeans and shirts with or without collars are acceptable everyday attire. In modern organizations such as google and Microsoft, employees are rarely seen in wearing ties, full-sleeved and collar shirts. They claim that there is absolutely no dress rule and employees are free to wears the way they like and companies such as Apple and Facebook among many other major companies have also switched to a casual dress code. Traditionally, businesses have assumptions that clothing formally will improve performance, work ethics and a proactive mindset

among employees. The Professor of Columbia Business School who authored a famous book "The Cognitive Consequence of Formal Clothing" stated that employees feel more capable and prepared to handle higher level abstract thinking when wearing a formal outfit and when considering the big picture formal clothing will increase the productivity. However, the new generation has a different and contradicting approach and see Mark Zuckerberg, CEO of Facebook in a casual t-shirt and jeans and believe that this no way defines the productivity or success and being comfortable will make you more relax leads to focus on goals for work.

360 Degree Feedback: Providing employees with feedback about their performance from the peers, supervisor, managers, subordinate, co-workers, and the customer etc allow employees to understand perception of different people about their performance (Das U.K & Panda J, 2015). This is a powerful approach that will enable employees to understand their strengths, weaknesses, and contribution to the organization as a worker, colleague, and subordinate from the perspective of various job categories of people.

Elder-Care Subsidies: Miller (1981) stated in his study that middle-aged employees are part of "sandwich generation" caring for both their young children and aging parent at the same time. It will be reasonable for the organizations to provide little extra support by offering elder care benefit or subsidy. In several countries millions of work adults look after their aging parents or other family member. When employees are facing challenging elder care situation often get panic and unable to focus or make the correct judgment at home or at work, which cause fear and panic attacks. Additionally, employees who care for their ageing parents often less focussed, take more time off and arrive to work late often. Some companies offer a variety of support resources to employees as caregivers.

Attitude Surveys: Companies use the employee attitude survey as a management tool to find out what the employees think about matters pertaining to the business and their role within the organization (Reddy K, n.d). It is an approach for understanding organizational needs from the perspective of employees. This survey can be conducted on a predetermined interval or monthly basis or as needed basis to gauge employee satisfaction and spot any new problems that need to be fixed to, which they can be covered in the subsequent planning process.

Dispute Resolution Strategies: Workplace dispute are inevitable and dispute resolution strategies are important. If disputes are not properly managed end up in ruining relationship between the members of the organization and consumes time and energy. Organization should have a mechanism for managing dispute with mediation and negotiation to find a compromise to a problem that is suitable for all (Rahayu et al, 2021). Managing employees' dispute effectively will promote healthy relationship between management and employees which is important for gaining employees loyalty with organization.

Fitness Facilities: Employees spend log hour at their office, working under stress constant will have negative consequence on employee's health. Although it is the employee's responsibility to take care of their health, employer should encourage physical fitness among their staff by providing a corporate gym or providing membership to fitness club. The long-term advantage of such an investment may outweigh the initial outlay because, according to experts, a healthy body and mind will positively affect and employees' performance and productivity (Voit, Susan, 2001).

Open Communication Climate: Communication climate is an atmosphere or condition in which communication directly affecting working relationship of employees. Communication climate can be open or closed. In an open climate people can speak freely without fear of being criticized and suggestion are welcome, mistakes are used as an opportunity to learn, and behaviours will convey to people that they are valued and recognized. As stated by Saunders D (n.d), open communication climate develops positive and cordial relationship among employees and employees feel like home and willing to share information openly. Such a climate is important to make employees feel happy and better at work.

Sabbatical: Sabbatical is paid leave given employees to pursue their study for a period of six months to a year. Sabbatical can be used for many purposes such as relaxing to heal from job burnout. Carr et al (2005) mentioned in their research paper that to develop new skill by taking up training, travel to different parts of the world and explore new culture and place and volunteering for anything. It is a perk that the company can give to make employees happy and delighted.

Employees Empowerment: It is a useful strategy that can aid in raising employee's productivity, performance, and loyalty to their organization. Employees do not prefer to work under observation and follow strict rules and regulation and they will feel happier and more satisfied when they more liberty and freedom to decide how they are going to work (Rana et al, 2016). Additionally, company will gain from employees' innovation and ideas when they are allowed to operate with more autonomy and manage their task by their own instead of micromanaging them.

Employees engagement: Employee engagement is a strategy in which employees are given right conditions to perform their best every day, commit to the organization's goals and feel inspired to contribute for the success of organization while also feeling better about their own wellbeing. Motivation and employee engagement are closely linked. Organizations with engaged employees have 41% decrease in absenteeism and 24% increase in employee loyalty. Finding the correct mix and balance of employee engagement and motivation is the secret to success because they are so closely related (Khan. B, 2022)

CONCLUSION

Employees needs varied and different across industries and business. It is wise for managers to conduct periodical survey among employees to understand their needs to decide and use the best tools possible organizational tools and practices to meet those needs in a way that benefits the employees and company. It is important that the company should put effort into figuring out how to make employees happy and delighted at work. The use of right combination and balanced above mentioned tools without compromising the company goals will help in achieving success in achieving employee delight. The complied practices and tools will help theorist and researchers to extend literature on organizational tools and practices and will help managers in designing their policies and practices and they should all find this article to be worthwhile reading. Researcher observed that more analytical and empirical studies need to be conducted in different business and industrial setup to understand the varying needs of employees and to equip organizations with the knowledge necessary to improve their capability to achieve employee delight. Implementing all the practices and tools together may not be feasible for organizations, but carefully combining right mixture of tools and practices as per the suitability to meet employees' needs can help organizations in achieving employees' delight. Manager can quickly understand how much of a difference they can make when making employees happy once they start applying these tools. Knowing what makes each employee happy allow managers to use these tools accordingly. However, organizations should go beyond make the organization better place. An organization's strategy should consists of motivating, comforting and loving employees when they invariable veer off course is as crucial to achieve employees delight at work (Rober. H. 2021).

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