

Managing People (LCBB504)

Lecturer Dr. Richard Ashaye

EMPLOYEE ENGAGEMENT REPORT

Student Raluca –Elena Bretea

Student ID 1917325

Submission date 12/01/2022

Word count 1933 words

Table of Contents

Introduction	3
Reviews the concept and drivers of employee engagement	3
Evaluate diagnostic tools to measure the engagement	4
Employee Value Proposition	5
Strategies That Improve Employee Engagement.....	6
Conclusion	7
References.....	8

Introduction

The report shows the concept and drivers of employee engagement where the company or the leaders should use specific models and strategies to overcome the obstacles and enhance their employee engagement rate. The report also shows the employee value proposition (EVP) model, where the employees are provided additional benefits that can be used to attract new hires and retain current employees for a longer period of time (Leroy, et al., 2018).

Reviews on the concept and drivers of employee engagement

The work experience can be seen by employees to be in control of the administration. Engagement drivers can be defined as feelings and emotions that a worker has about their job, managers, and company. These factors correspond to the higher need of the individuals and subsidize the state of well-being, and enhance the level of passion and energy that it takes in every action. High levels of employees' engagement are directly impacting levels of productivity and ultimately companies' profitability.

When leaders or managers influence these drivers and take the opportunity to develop them into positive experiences, workers consistently struggle to give their best work. Employees are considered to be one of the major assets of the company, and the level of engagement speaks about the organization's health. By calculating workers' engagement, they can see how the engagement strategy has to be implemented so that it can address any area that declines in employee engagement (Klikauer, 2018).

The drivers of the employee's engagement are seen if higher the level then the level actually enhances during the tough times. It can be defined as an idea of putting thing things together during difficult times. Since the companies have seen a tough time in the Covid pandemic and recovering seems to be very difficult, if the employee engagement is seen to be very low, then the employees will leave the office or the organization. The employees who won't be feeling engaged during the tough times will seek the business that can fulfil their potential.

Trust and honesty are some of the drivers to engage employees; how the managers communicate, how they walk the talk and effective communication plays a vital role in engaging the employees. Also, the nature of the job is one of the most important factors where the employees are finding their mental peace and feel delighted to perform their task and also enjoying their job.

The workplace environment has to be formal but also be light-hearted so that the employees feel comfortable with each other and management. Also, managers have to do presentations and talks to make employees understand how their work contributes to the success of the

company and will directly affect the performance of the company, so employees performance should be monitored and evaluated on a regular basis although the career growth opportunities will arise until and unless the company sees the potential of the employees and will have the career growth in the same line.

However, if the employee doesn't see a future in the company or the career growth in the line, then they have to re-evaluate their career options; concomitantly, the company or the organization have to build up their name so the employees will feel pride and have a high level of self-esteem working with the company or to be associated with the company.

The company has to establish the happiness indicator of their employees and organize activities that can engage employees, maintain or increase this factor —building a balanced team will definitely influence the work ethics and also the level of engagement. A company or organization has to develop their employee's skills by arranging workshops, tailored training or participation to specific conferences, which will influence the skills and motivate the employees to perform better.

The company must not overlook their employee's development to enhance the company operations and fluent processes. Having a skilled staff can influence the growth of the company; also, having a good work relationship between the employees and managers has to be very important, where the employees value the relationship with the managers, have trust and credibility in their managers and develop strong collaborative relations with them.

Evaluate diagnostic tools to measure the engagement

- **Determine engagement outcomes**

Determining an outcome from employee engagement can be surveyed through a set of questions that show the attitude, emotions, and behaviour of the employees. These questions will generally evaluate the perceptions of the employees regarding their intent to stay, level of satisfaction, organization pride, and even motivation and performance. The outcome will help the organization to understand the current state of employees' minds during the engagement period in the organization. Let suppose if someone recommends that this organization is a good place to work. Then the specific actions are not identified; instead, the company has to maintain or improve the current level. By calculating the engagement throughout the company will help to set up a baseline (Hughes, et al., 2019). The company will benefit from the indication of strength and opportunities and also have a benchmark to be measured against for different teams for future engagement surveys. To determine the survey and evaluate it on the basis of outcome is basic rules and strategy that has to be followed.

- **Identify what's important to your employees.**

The engagement survey actionably drives the questions that will identify the level of worker's engagement. Identifying what is more important to the employees is one of the most key factors of employee engagement. Teamwork is considered to be one of the main factors that are used to enhance engagement. By engaging the individual in teamwork and developing the synergy between the team can result in achieving greater engagement and also provide the team-building exercises which will improve it (Uddin et al., 2019).

Trusting colleagues and managers is another important factor where every employee should trust and follow their leader or command that is given to them. Every employee looks for career development opportunities. If the employee feels like he is not appreciated at work, then it is not necessary that the employee will continue working for that company.

Effective communication can change the scenarios and will help the management to include the effectiveness and gaining the confidence of the employees for the future where the need for the individual has to be kept in mind and also the value and recognition has to be given when the employees perform well; the appraisals have to be performed accordingly to engage the employee and make them proud of their work. All these drivers will surely impact the engagement, but specific individuals can style a better footmark than others. Let's assume if an employee contributes to the success of the company, how will he be known for his achievement or how the company recognizes their achievement depicts the degree to which an organization values their employees (Dutta, and Chaudhry, 2021).

- **Develop a continuous listening strategy**

While developing a continuous listening strategy, a regular survey has to be conducted, but how frequently it has to be operated? The annual survey report shows the best results and quite often measuring provide the accurate result. But behaviours and preferences can be varied over time, and there are different ways to capture the voices of different employees. Pulse survey can give deeper engagement results and gather real-time feedbacks to any key topic that arises, addition to the life cycle survey to evaluate the perception of the vital moment of the employee journey (Reiter-Palmon, 2021).

Employee Value Proposition

EVP is considered to be the group of values that are used as an employer and offers benefits to maintain employees or attract new hiring. There are various benefits to EVP where a notable change can be seen in the reduction of recruitment costs. Let's fall into the situation where a war of talent is going on between the company and the rival company where they are providing the same package to the employees but having additional benefits can be very fruitful to catch

the employees with better talent and skills—offering them higher compensation or other values that are offered to employees by employers (Sun, and Bunchapattanasakda, 2019). The employer can triumph over talent by highlighting other applicable apparatuses of the EVP. Besides giving a higher pay check, candidates look for the growth and future a company will provide them and how it will impact their career financially as well as intellectually.

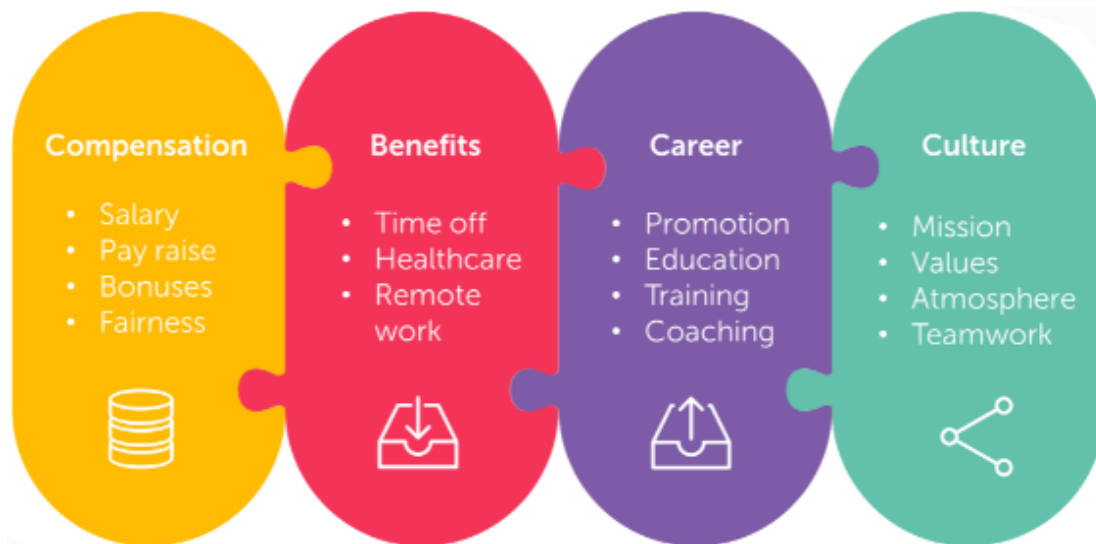


Figure 1: Employee value proposition

Source: Employee Value Proposition: Magnet for Attracting Candidates

Employees look for certain values that are compensations in the form of salary, pay raise, bonuses, etc., the higher the compensation, the more employees will be work-oriented and be focused on the job. Benefits such as flexible working time, remote work access, and healthcare benefits can influence the employee's decisions and provide them a clear vision of the benefits of working in the company (Motyka, 2018).

Another one of the main key factors in EVP is career growth which includes promotion, education, training and development of employees or coaching them to perform better and enhance their efficiency. The company's culture is another key factor where it involves the vision, mission, values of the company and also the working atmosphere and how things are done procedurally; team work is also part of the culture when the individual can work freely and is comfortable to share their ideas and being innovative is one of the main key reasons to enhance the positive working atmosphere (Saks, 2019).

Strategies That Improve Employee Engagement

- **Communicate deliberately and regularly**

Effective communication can be considered as a key strategy to enhance the engagement of the employees where the management or the administration have to clearly and regularly communicate with the team or the employees individually. Developing communications skills is another option - to train and develop employees on how to communicate efficiently. This basically is a responsibility that is handled by an HR department when the company starts to grow, and the synergy between the employees starts to loosen up, so before this happens, an internal communication team should handle the situation carefully (Albrecht et al., 2018).

- **Invite feedback**

Listening to employees about the feedbacks that they have and acting as soon as possible is one of the key strategies to increase employee's satisfaction and engagement. If something is bothering the employee and they come to give the feedback about it, listen to it carefully and provide the best solution that can be suitable to both the employee and the company; although their personal interest should not be reflected and the biased decision should be avoided it is important for employees to feel their voice is heard and valued. The person who is responsible for listening to the employee's feedbacks should be their manager or the HR department, where they can provide them with better solutions (Young et al., 2018).

- **Empower your people**

Motivating employees and empowering them to perform better and appraising them based on their performance gives the opportunity to work on their skills, develop and results in increased work satisfaction. Empowering the employees can be done also when employees motivate each other to perform better and get rewarded on the basis of their performance. The company will also get the benefits of having empowered employees filled with self-esteem and confidence.

Conclusion

This report discusses the employee engagement in the company and why it is important to implement an engagement strategy in the organization; this report also showcases various strategies of employee engagement, why the company should use these strategies to enhance employee engagement, and how it will help the company to grow faster if their employees feel engaged.

References

- Albrecht, S., et al., (2018) 'Organizational resources, organizational engagement climate, and employee engagement'. *Career Development International*. Vol. 23 No. 1, pp. 67-85. Available at: <https://doi.org/10.1108/CDI-04-2017-0064>, (Accessed on: 17th Dec, 2021)
- Dutta, A. and Chaudhry, S. (2021) Managing people more effectively: Challenges and best practices. *Journal of Management Research and Analysis*, 8(1), pp.10-14.
- Hughes, C. et al., (2019) 'Managing People and Technology in the Workplace', *Managing Technology and Middle- and Low-skilled Employees (The Changing Context of Managing People)*, Emerald Publishing Limited, Bingley, pp. 91-101.
- Klikauer, T., (2018) *Managing People in Organizations*. Red Globe Press
- Leroy, H. et al., (2018) Managing people in organizations: Integrating the study of HRM and leadership. *Human Resource Management Review*, 28(3), pp.249-257.
- Motyka, B., (2018) Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, 54(3), pp.227-244.
- Reiter-Palmon, R., 2021. Leading for team creativity: Managing people and processes. In *Creative Success in Teams* (pp. 33-54). <https://doi.org/10.1016/B978-0-12-819993-0.00003-5>
- Saks, A.M., (2019) Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*. Vol. 6 No. 1, pp. 19-38. Available at: <https://doi.org/10.1108/JOEPP-06-2018-0034>, (Accessed on: 29th Dec, 2021)
- Sun, L. and Bunchapattanasakda, C., (2019) Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), pp.63-80.
- Uddin, M.A., et al., (2019) Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management: An International Journal*. DO: 10.1108/TPM-12-2017-0078
- Young, H.R., et al., (2018) Who are the most engaged at work? A meta-analysis of personality and employee engagement. *Journal of Organizational Behavior*, 39(10), pp.1330-1346. Available at: <https://doi.org/10.1002/job.2303>, (Accessed on: 29th Dec, 2021)
- Zojceska, A., (2018) Employee Value Proposition: Magnet for Attracting Candidates. Available at: <https://www.talentlyft.com/en/blog/article/105/employee-value-proposition-magnet-for-attracting-candidates> (Accessed on: 5th Jan, 2022).