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Employee Engagement Report

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Employee engagement

Introduction

Employee engagement is an important aspect in any organisation. Every company needs employees that are self-motivated dedicated and they ought to be fully involved. They should be dedicated to their work as well as organisation. According to Torrington (2017) although employee engagement may seem easy for any company it is the most difficult aspect for the Human Resource manager to manage. It is affected by various factors such as organisational culture. It is common for a company to experience employee turnover; however, it is important for a company to put efforts to ensure that they are engaged. It will help in making sure that there is no unexpected loss of experienced and skilled workers. Over the past 10 years, the concept of employee engagement has been gaining significant importance.

The concept and drivers of employee engagement

Employee engagement emphasizes on building positive relationships within the company (CIPD, 2019). It links and repackages older and established concepts. Mainly, it links work motivation and organisational commitment concepts. According to Armstrong (2014) the engagement is divided into rational and emotional commitment. Furthermore, it is suggested that the active commitment lead to engagement levels to be higher (Armstrong, 2014). Other concepts of employee engagement include job satisfaction, passion and enthusiasm. Moreover, identifying with individual's work and focusing on one's strengths as well as citizenship behavior are concepts of engagement within the company. There are various drivers of employee engagement. It is important for the managers to evaluate the drivers of motivations for the employees. They can be divided into Intrinsic and Extrinsic. Intrinsic are classified as those related to the psychological rewards for the employee such as

sense or recognition and respect or overcoming challenges. Where from the other side extrinsic are related to more tangible rewards such as better salary or benefits such as holiday or lifestyle benefits (Armstrong, 2014).

Leadership

Once the manager understands what drives the person's motivation could apply a Leadership that can effectively improve engagement. Leadership is one of the drivers of employee engagement. There are certain leadership behaviors that influence engagement. For instance, motivation, job satisfaction and organisational commitment (Bedarkar and Pandita, 2014). Others include proactive behaviors as well as organisational citizenship behavior. There is link between positive leadership behavior and the employee attitude as well as behavior linked to engagement. Some of the important leadership behaviors are employee development, consideration as well as performance-orientation. The employee development and consideration orientation are relationship-oriented. Nevertheless, the performance orientation behavior is tasked oriented. Additionally, there are two factors that are connected to engagement, they include management as well as mentoring behaviors. The leaders are involved in ensuring that the employees as confident. Additionally, communication and making sure that workers understand their roles is an important factor in employee engagement.

Work-Life balance

Work life balance is another significant driver of employee engagement. It is considered as a satisfactory level of involvement. When an employee is able to balance between his/her work and family, they are motivated to perform their work effectively (Bedarkar and Pandita, 2014, p.112). Work life balance mainly refers to either organisational support for dependent care, flexible work options as well as family or individual leave. It includes working from home and a flexible time which allows an employee to manage their work effectively. Mainly, when an employee has excessive work load, they are likely to

experience emotional exhaustion. In such times the effective use of this approach can help organisation to avoid decrease in employee performance.

Communication

Communication is another drive for employee engagement. It is significant to make sure that there is clear communication within the company. The superior need to make sure that they communicate clearly with the employees as it helps in building their relation (Bedarkar and Pandita, 2014). Engagement is influenced by internal communication-organisational activity that transmits organisational principles to all employees effectively. It is an important factor in making sure that workers are engaged (Sharma and et.al, 2019). Additionally, it helps employees feel like they are part of the company as they are involved in the day-to-day operations of the organisation. It in-turn motivates the employees to work towards the company's goals.

Trust and Integrity

Other key drivers of employee engagement include trust and integrity between the workers and the company. Armstrong (2014, pp. 416, 417) states that when there is trust between the two it is easy for the management to engage the employees.

Organisational integrity is another driver of employee engagement. The company's values need to be reflected on the organisational culture (Singh et.al, 2016). In this case, the company has to ensure that what they say is what they do.

Opportunity for growth

Another driver is career growth opportunities that are offered to the employee. Sharma et al. (2019) maintains that if the organisation have a culture where the employees are having the chance of growing in the hierarchy the employee's engagement tend to be higher. Relationship between the workers and the management also plays a major role in influencing employee engagement. Behavior of co-workers or team members also influences engagement within the company.

It is very important how managers are acting towards employees. They are involved in motivating employees and empowering them.

Also, they support the employees in their work. Employee voice is another drive of engagement within the company (Armstrong, 2014, pp. 433, 434). In this case, they need to ensure that workers are involved in the decision-making process within the company.

It is significant to keep in mind that people management as well as HR systems can affect employee engagement (Armstrong, 2014). Hence, it is significant for the employers to ensure that they understand their workers motivation. Management needs to lead and direct the workers by inspiring them to work towards the organisation's goals.

Diagnostic tools to measure engagement

The interest of employee engagement has greatly increased over the past decades. Also, the need to measure, assess and benchmark levels of engagement within and between companies. There are various tools used to measure engagement.

Utrecht Work Engagement Scale (UWES)

There are measures that are developed from the Burnout-Antithesis approach. Utrecht Work Engagement Scale (UWES) is one of the tools used to measure employee engagement. (Schaufeli et. al., 2017). It is the most widely used approach. The tool has been used with a significant number of individuals globally. It includes 17-item questionnaire scale and a shortened 9-item version. Respondents are required to rate the frequency of their feeling or thought for the past year. They are categorised as feelings of Vigor and dedication as well as Absorption. It has been used in various contexts and it is said to predict individual level performance as well as outcomes linked to wellbeing.

Gallup organisation's 12-item measure tool

Other measures that are used to evaluate employee engagement are linked to satisfaction-engagement approach. The measures are used to offer managers with a tool that can utilized to enhance work areas as well as organisational life. It focuses on managerial actions. Gallup organisation's 12-item measure tool is used to measure employee engagement. The participants are required to include the extent that they agree or disagree with every statement (Gallup, 2020). The tool has been used in diverse organisations around the world. It has been said to be effective in assessing employee engagement in terms of job-satisfaction. They measure the positive as well as motivational working environment in the company.

- "I know what is expected of me at work"
- "I have the materials and equipment I need to do my work right"
- "I have the opportunity to do what I do every day"

Value proposition to raise levels of engagement

Employee value proposition is "the psychological contract between employers and workers addresses and sets expectations, beliefs and obligations of the employment relationship" CIPD (2020).

Ensuring that there is a strong employee value proposition allows a company to retain highly skilled workers. It is a set of attributes that the labor market and workers perceive as the value they get through employment with the company. The value proposition includes different phases (Sharma et al., 2019). First is planning whereby, the company needs to gain support from the workers. Next, it is important to set goals. It is important for the company to ensure that employees are engaged. Also, the employees are offered clear reasons for them

to feel engaged. The workers should be happy with the company and how it operates. The company should understand the team at the individual level.

Value Propositions Example

Hubspot's value proposition is "We are building an organization that people love. A firm that will endure the test of time, therefore, we invest in our people and focus on your long-term happiness" (Merrell, 2018).

Employee engagement strategies

They include upholding the company's core values. They need to highlight what matters to the team. Also, they should highlight the ideals that the organisation will uphold. Employees should have a sense of belonging. Another strategy is creating career paths and offering the employees growth opportunities. It is important for the organisation to ensure that it creates a great career path for their employees. Additionally, it needs to offer the workers opportunities to grow (Thornton et al., 2019). They can be offered training stipends to the employees. They can use the money to seek training and enhance their skills. Also, the company should organize developmental workshops that will benefit the employees. In such cases, it will help in motivating the workers.

Another strategy in employee engagement is recognising top performers. It is important for an organisation to recognize the top performers. When employees feel that their work is valuable to the organisation they will be engaged (Torrington, 2017). In this case, the employees will be motivated to participate in the company's project. It is significant for the company to ensure that they are recognised regularly. Another strategy of employee engagement is promoting transparency. The management should regularly communicate to the employees about issues affecting the organisation. They will be engaged in the company's

development. Encouraging communication in the company is another sure way of engaging the employees. The company should encourage the workers to offer honest feedback.

Conclusion

“Think differently about your employees’ experience and take away practical insight that you can apply into your own organisation “CIPD (2020).

Employee engagement is an important aspect in a company. It is important for the management to ensure that workers are engaged at all times. There are different drivers of employee engagement and so the organisation could increase the level of engagement by implementing different strategies that address these drivers. Additionally, through the use of different tools of measuring employee engagement the management could keep the levels of engagement high most of the time or take action when these levels are declining. Other measures that are used to evaluate employee engagement are linked to satisfaction-engagement approach. The measures are used to offer managers with a tool that can utilize to enhance work areas as well as organisational life. It focuses on managerial actions. All the tools are validated which means that they can be used to measure engagement in any organisation.

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