



Assessment 2

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1. Introduction

More and more modern organizations adhere to the principle that the advantage over the competition will be ensured by the involvement of employees, manifested by their increased dedication to work and high internal motivation. Therefore, actions are needed that reduce the employees' motivation through material aspects and release internal involvement.

Employee engagement is one of the critical topics of discussion in most proactive HR departments. With the HR department responsible for implementing the human resources strategy that drives financial results, employee engagement maximises motivation and commitment. (Beardwell & Claydon, 2007)

There is an ever-growing pool of evidence about the potential impact of employee engagement on productivity, motivation, and innovation, all of which add to an organisation's competitive base. (Motyka, 2018) Achieving business goals by building commitment around them is the shortest and cheapest way to build satisfaction and loyalty. (Rains, 2020) A committed employee always feels satisfaction and always remains loyal to the commitments made. Every day, he uses all his possibilities, consistently maintaining the level of results and systematically undertaking tasks beyond daily duties. In addition, the involvement of employees affects the level of creativity and innovation, referred to as the guarantors of business success. (Hamill, 2019)

This short report covers the most important conceptual and practical aspects of employee engagement to increase staff efficiency and various ways to measure engagement.

2. The value of employee involvement

More and more entrepreneurs point to a noticeable link between greater employee engagement and financial performance. This effect into effective customer service increased productivity and lower employee turnover. (Harter & Mann, 2017) Properly developed principles of employee involvement lead to a 41% reduction in absenteeism and a 17% increase in the productivity of such employees, which translates into a 20% increase in sales. (Aston, 2020) They are also 87% less likely to leave the company. (Nobes, 2021)

The outbreak of the pandemic had a significant impact on the functioning of companies. Almost all survey respondents noticed the impact of the pandemic on the level of employee, customer,

and partner engagement. A long-term increase in the level of stress, combined with the continuation of remote work, may result in the well-being of employees. According to the research by The CIPD Good Work Index (Findlay et al., 2021), as many as 41% of employees are afraid of returning to work, while 39% would prefer to continue working from home. However, employers have not yet reported a decline in their productivity. Employee engagement, however, fell from 22% to 20% over the year during this period. (Gallup, 2021) Currently, the average level of employee engagement in the UK is estimated at 45%. (Hearn, 2019)

3. Concepts and drivers of engagement

Employee engagement is a relatively new term that gained popularity among HR practitioners in the early 1990s (Torrington, Hall, Atkinson, & Taylor, 2017). Commitment is associated not only with the fulfilment of daily duties by an employee. It is also associated with interest and concern for the company's development and future (identification with its mission and goals).

One of the most influential authors in the employee engagement literature is Kahn. Kahn's Employee Engagement Model (1990) identified three key dimensions. (Kahn, 1990). He meant commitment as a multi-dimensional concept. Employees can be emotionally, cognitively and physically involved. For Kahn, from the point of view of building loyalty, the most essential thing was emotional and cognitive involvement. Kahn observed the commitment and lack of participation in the daily activities of employees. The responsibility was revealed when the employee was cognitively alert and/or emotionally connected with others. Disengagement, when the employee was not fulfilling his role. When he was withdrawn cognitively and emotionally, showed no effort, worked automatically).

Physical involvement refers to the actual effort (both physical and mental) involved in the performance of work-related responsibilities. At the cognitive level, the engaged employee understands and recognizes the mission and vision of the organization but also behaviorally adheres to these guiding principles. In other words, the cognitively engaged worker goes beyond the transactional nature of employment. (Kahn, 1990)

Finally, emotional involvement is often considered the highest degree of commitment. (Macey & Al, 2009) An emotionally engaged employee maintains valuable organizational relationships, trust. In many cases, emotional commitment is an important source of intrinsic motivation.

Since the publication of Kahn's (1990) foundational work on employee engagement, dozens of definitions of employee engagement have been constructed to meet industry needs. An alternative model to employee involvement includes the framework of Schaufeli and Bakker (2004), the operationalization of the engaged workforce in terms of vigour (effort), dedication (enthusiasm, organizational commitment) and absorption (cognitive/mental involvement). The drivers of employee engagement have also been studied over the past 15-20 years to advise acting managers and HR leaders to understand the benefits of engagement.

Different approaches to the concept mean that the additional studies that measure commitment in other ways are virtually incomparable. There is no universal indicator, a measure of employee involvement, developed now. This concept was born in response to business needs. It was supposed to be a framework closely related to the economic performance of the enterprise.

According to the CIPD (2021), there are four necessary conditions for labour force involvement. They include the following:

- a leadership body capable of expressing and implementing the strategic goals of the organization;
- line managers with an innate desire to strengthen, motivate and support subordinates;
- participatory organizational culture based on employee voting principles and
- organizational integrity (consistent adherence to the values communicated).

By comparing the conclusions from the analysis of the above definitions, it can be assumed that the involvement of employees is consistent with the will of the employees themselves. It is not a momentary state of mind, manifesting itself in implementing tasks at work at a level that exceeds the required minimum. Such conditions require an optimistic attitude towards the employer. It manifests itself in the will to work, responsibility for work and satisfaction with it. However, on the employer's part, it is necessary to create appropriate conditions for employees that will allow such behaviour. It must also feel that the organization is interested in them (Robertson, 2012)

4. Diagnostic tools for measuring employee engagement

Understanding and measuring employee engagement can be difficult due to the lack of a clear conformance on definition of employee engagement and the myriad of contextual

factors to consider. (Cook, 2008) Repeated internal employee satisfaction surveys and a series of informal interviews with talent can provide a fundamental assessment of work-related moods and the actual level of commitment in an organization. However, employee engagement surveys must use proven and reliable standards for measuring employee engagement to translate the results into practical HR interventions. (Cook, 2008) Employee Surveys should ask about the main elements of engagement: including, but not limited to, feeling of being valued as an employee, overall satisfaction with work-life balance, and perception of future (both short- and long-term) career opportunities in the organization.

The Employee Net Provider Score (ENPS) is another common approach to measuring engagement level to understand if current employees would recommend the organization to someone else (as employers). (Singh, Sharma, & Chaudhary, 2019)

Other technical HR measures (or key performance indicators (KPIs) of rotation intent and absence can also help the HR department diagnose/treat HR issues to increase engagement levels. (Cook, 2008) Work environment (e.g., global pandemic and entirely new work configurations) additionally strengthened the need to treat employee involvement as a strategic priority (Frankiewicz & Chamorro-Premuzic, 2020), while new forms of work could be positively received by many employees.

Those mentioned above diagnostic and measurement tools for employee engagement constitute a solid basis for organizational intervention in the case of visible manifestations of employee disengagement (interpersonal conflicts, distracted work morale, detachment from roles) are observable (Beardwell & Claydon, 2007)

5. Value proposition for employees

Employee Value Proposition (EVP) is a concise, meaningful statement about the measurable and non-measurable benefits (e.g., promotion, recognition, etc.) of working for a specific organization. (Michaels, Handfield-Jones, & Axelrod, 2001) Employee Value Proposition is a structure used to describe a job offer's characteristics and degree of attractiveness at a given employer. It is a contract between an organization and an employee (or candidate) for emotional and material benefits offered in return for their input and results. The content of this contract is what characterizes the employer and distinguishes him from the competition. At the same time, EVP is the foundation of the so-called image coherence of the employer. The Employee Value Proposition emphasizes the employer's advantages. Based on the information obtained, the company develops an individual package of values conveyed

to employees and a set of reasons that will attract the attention of desired people (make them apply) and ensure the motivation of already employed employees. (Cooper, 2018)

In difficult labour market conditions, it is becoming more and more critical to strengthen the key selling points and organizational benefits in the labour markets. Even though improving employee engagement is just one of the many options for becoming an employer of choice, the pillars of employee engagement explain the actual tactical steps to strengthen EVP and produce positive engagement effects (Singh, Sharma, & Chaudhary, 2019).

Career development and professional development are prerequisites for a committed workforce. Organizations must clearly present a clear career path (positively influencing cognitive and emotional engagement). Enabling the employee to take innovative actions (provoking to use the acquired qualifications, decision-making independence in the implementation of tasks, adjusting the organization of work to the individual rhythm of work, the opportunity of self-submission of initiatives). It is also necessary to analyze the impact of the employee rewarding strategy by creating realistic conditions for work safety and remuneration. Excessively resultant forms of compensation pose the risk of taking actions aimed at a narrowly understood result and discourage the search for new ways of acting, which, at least temporarily, may reduce effectiveness.

Internal surveys and feedback sources, as mentioned earlier, can provide valuable information on whether the current EVP is still suitable for talent acquisition/retention under actual labour market conditions. Each gap in EVP and employment strategy can therefore be seamlessly diagnosed and resolved in a reasonable time. (Cooper, 2018)

6. Conclusions

The options for increasing employee engagement, detailed in the report, do not attract significant additional resources. Instead, considerable changes depend on the existing approach to employee engagement and introducing a new system to ensure a committed workforce. Reviewing the concepts and factors influencing employee engagement is critical for the executive team to engage and propose workable engagement plans. The diagnostic and engagement measurement tools are also explicitly covered in the main body of the report. Based on the main ideas of the analysis, EVP was proposed to increase the level of involvement.

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