



EMPLOYEE ENGAGEMENT

Assignment 2

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Introduction:

At the core of any successful company stand its loyal, satisfied, and highly motivated employees. Employee engagement is a crucial element in defining the level of organisational efficiency and competitiveness. (Bedarkar and Pandita, 2014) The employees' satisfaction improved the organisation's productivity and contributed positively to its image of a good and reliable employer. Furthermore, in this way, the organisation attracts potential job seekers and consolidate organisational position on the market. (Iveta Gabčanová, 2011) This report will explore the concept and drivers of employee engagement and assess diagnostic tools to measure engagement. The report will also be investigated an employee value proposition and strategies for increasing levels of engagement.

1. Concepts of Employee Engagement:

Employee engagement is a widespread form that has a huge impact on Human Resource Management as employees play the role of promoting its activities. The individuals' motive and centre of motivation to adopt the organisations' goals and work with enthusiasm, competence, and patience to obtain the organizational goal within the work environment (Macey et al., 2011). This engagement causes employees to be emotionally connected with the organization and help the organization to grow and sustain in the long run. Though this employee engagement term is emphasized in these recent days, there are many aspects of this employee engagement. Two of them are the most prioritized – job engagement and organisational engagement. (Kompaso and Sridevi, 2010)

1.1. Job Engagement

When the term *engagement* is related to a job, it means the positive feelings of people about their job. Engaged employees are energetic, passionate, committed, dedicated, and completely immersed in their job. The job engagement only works when they voluntarily put in their best effort to believe that their job is challenging, exciting, and rewarding. (Armstrong and Taylor, 2020)

1.2. Organisational Engagement

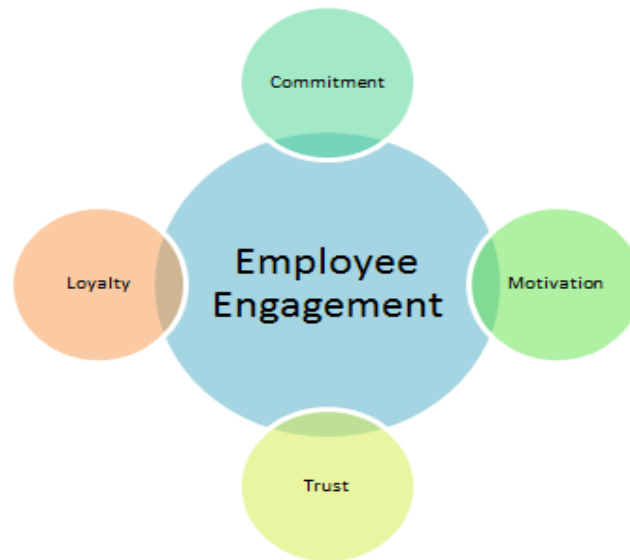
Organisational engagement is impossible if the employees do not feel that their organisation has any distinctive value with an impactful purpose that provides a space to unleash themselves and work flexibly. Any organisation must guarantee a safe workplace, a friendly work environment, respect employees' opinions, and support them with their savings, insurance, and retirement. (Armstrong and Taylor, 2020)

In the current situation with the Covid-19 pandemic organisations must provide a satisfactory working condition according to the restriction of the government in order to employee's wellbeing. It must be considered restructuring roles and job design, flexible working time, the possibility for working from home. This approach will positively affect the employees and encourage them to be engaged with the organisation even if they work from home and are away from the workplace.

3. Components of employee engagement

Some researchers define employee engagement as psychological, physical, or emotional participation of employees at the workplace. There are four main factors that can determine the quality of employee engagement – trust, loyalty, commitment, and motivation. (Juneja, 2015)

Components of employee engagement



(Source: Juneja, 2015)

3.1. Commitment

Commitment implies how employees associate themselves with the organizational goals and objectives, with the job and responsibilities. Engaged employees are fascinated by their job, and they are reliable and highly efficient. (Juneja, 2015)

3.2. Loyalty

Actively engaged employees are more loyal to the organisation. They feel responsible for their work duties and outcomes achieved. If the organization does not provide a good reward system, the engaged employees can easily become disengaged employees. (Juneja, 2015)

3.3. Trust

A high level of employee engagement could be nurtured when trust predominates in the organization from both sides. The employees should not be bounded to a specific rule. They should be given autonomy. They have to be motivated to execute their tasks in a different and innovative approach. (Juneja, 2015)

3.4. Motivation

When the employees give their best in their work, they lead the organisation to the next level, motivating them the most. Appropriate rewards and recognitions could additionally motivate them to accomplish more for the organisation. Accomplishment and motivation are connected, and both make a significant impact on organisational success. (Juneja, 2015)

3.4.1. Herzberg's Motivation Theory

According to Herzberg's theory, some job factors cause satisfaction, while other job factors avoid dissatisfaction. Frederick Herzberg set up these job factors into two categories - hygiene factors and motivational factors. (Juneja, 2015)

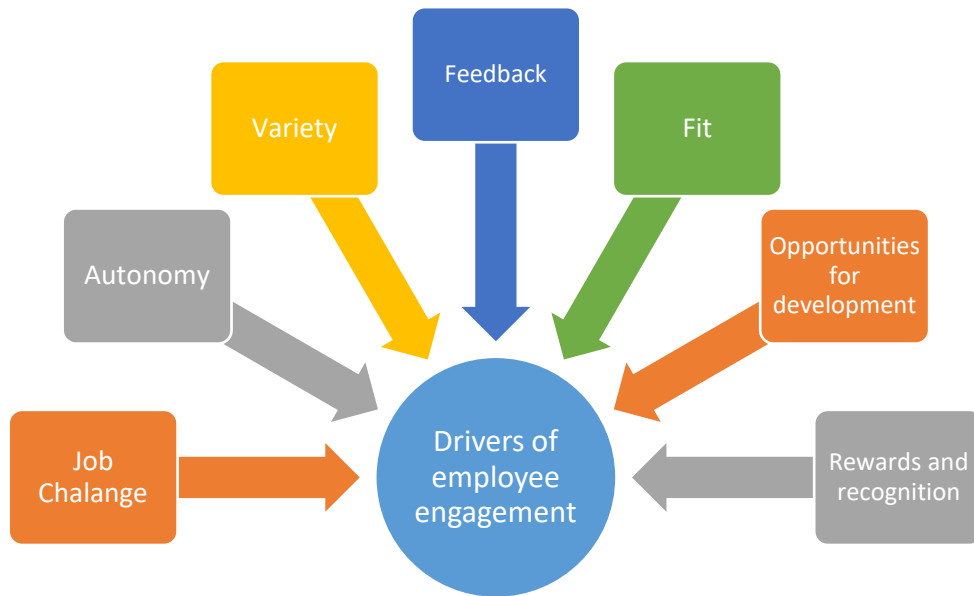
Hygiene factors are factors that are adequate in a job and do not make employees dissatisfied. Such factors are salary, company policies and administrative policies, fringe benefits, physical Working conditions, employees' status, Interpersonal relations, and job security. (Juneja, 2015)

Motivational factors are related to performing the job, giving employees satisfaction, and motivating them for higher performance. Such factors are recognition, sense of achievement, growth and promotional opportunities, responsibility for the work, and meaningfulness of the work. (Juneja, 2015)

4. Drivers of Employee Engagement

By ensuring and improving the drivers, the organization can understand their area of improvement, improve the work environment, and enhance its performance. (Armstrong and Taylor, 2020) There are many drivers, but the most influential drivers are discussed below:

Drivers of Employee Engagement



(Source: Adapted by Armstrong and Taylor, 2020)

4.1. Job challenge

The job's challenge occurs when the range of jobs is wide, and responsibilities and work volume are high. In this way, the engagement is improved because it is inducing achievement and personal growth. (Armstrong and Taylor, 2020)

4.2. Autonomy

By autonomy is given freedom and independence of employees in planning their work, which provides them with a sense of control over work results. For managing and encouraging employees to give their best, job autonomy plays a significant role as it let them share information, decide how to get their work done at their flexible time and utilize their expertise in their preferred field. (Armstrong and Taylor, 2020)

For example, employees is given the autonomy to work at their preferred time from home during the Covid-19 outbreak. Such flexibility and concern of the company make the employees more privileged and connected, which drives them to work more efficiently to achieve its mission and goals.

4.3. Variety

The variety of jobs allows people to be involved in various activities or apply many different skills. (Armstrong and Taylor, 2020)

To remove the risk of boredom and strengthen the relationship with co-workers, organisations could rotate employee's departments and even assign different tasks that assist the employees in understanding and handling other people from different departments to enhance shared values and to become diverse.

4.4. Feedback

The feedback gives employees clear and forthright information about the efficiency of their performance. (Armstrong and Taylor, 2020) The feedback helps employees to understand whether they meet the organisation's expectations or not. This information helps them to improve their performance and sustains the employer-employee relationship.

4.5. Fit

The compatibility between the employees and the organisation enables the individuals to act in a way pursuant to how they perceive or want to perceive themselves. (Armstrong and Taylor, 2020)

4.6. Opportunities for Development

Opportunities create a chance for employees for growth and achievement, which makes their work meaningful. (Armstrong and Taylor, 2020) To boost skills and enhance career growth, organisations are allowing nourishing professional development as such supports encourage the individual and team to proceed further in their career. (Kompaso and Sridevi, 2014)

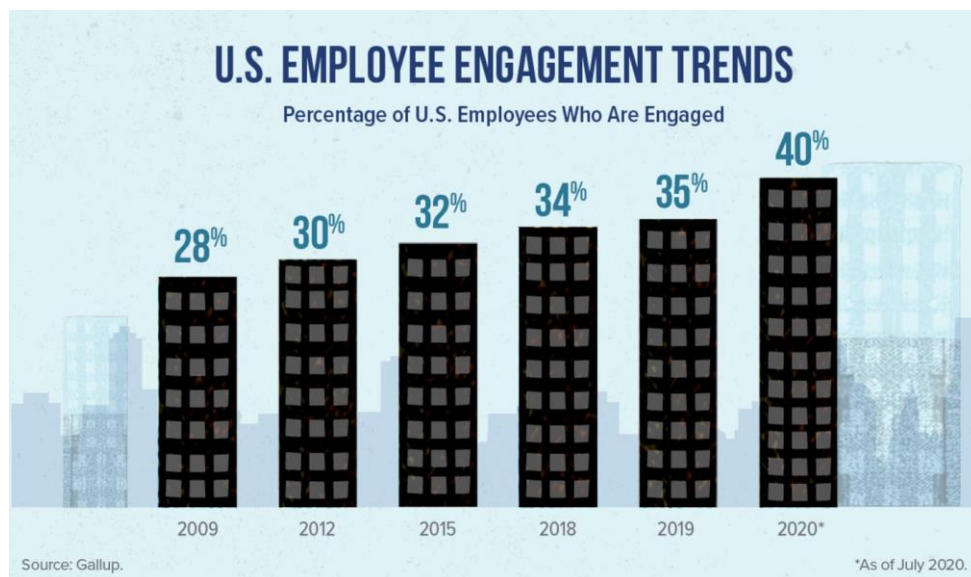
4.7. Rewards and recognition

Rewards and recognition depict the result of the personal investments of employee's time in the performance of their working duties. Rewards and recognition of the employees enhance organisational values, increase the team's efforts, enhance customer satisfaction, and motivate certain behaviours among individuals. (Armstrong and Taylor, 2020)

5. Diagnostic Tool to Measure Employee Engagement

Performance measurement is one of the challenging tasks. The measure of employee engagement aids in tracking the engagement of the employees and the performance of the employees based on the organisation's target. (Emerald Group Publishing Limited, 2015)

Nowadays, measuring employee engagement is very important. The pandemic of Covid-19 brought anxiety worldwide and imposed a lot of drastic workplace changes, including working from home. According to the Gallup survey (Harter, 2020) of 3127 full-time and part-time American workers, employee engagement reached its highest scale, increasing to 40% in July 2020.



(Source: Tyler, 2020)

One of the possible reasons for the increase is because the disengaged employees are laid off en masse. Still, another reason could be the improvement of communication between employees and their leaders. HR professionals must find the best methods to assess employee engagement and make changes accordingly to keep a motivated and productive workforce. (Tyler, 2020) Some of the most used tools for measurement of employee engagement are stated below:

5.1. Annual surveys

Annual staff surveys allow managers to evaluate how their teams feel about the work and the organisation. At some point, this method works well, but it should take into consideration the anonymity of the in-house survey and the correlation of each question with employee engagement. Because any question carries the same weight, it isn't easy to distinguish what to focus on. (Tyler, 2020)

5.2. Pulse Surveys

Unlike Annual surveys, which include so many questions on numerous subjects, Pulse surveys gather information on specific topics with five to ten questions. The advantage of Pulse surveys is that they can be created very quickly. They contain short questions that increase response rates. (Tyler, 2020)

5.3. Individual Interviews

Gathering information through individual interviews with all employees helps organisations learn the employees' biggest needs and create individualised solutions. The individual interviews are better for measurement of employee engagement than generic employee surveys because the managers receive verbal and nonverbal signals of information from their employees by a sense of tone, emotion, body language, etc. (Tyler, 2020)

5.4. Next-generation employee engagement tools

Nowadays, many organisations employ various technology-based tools for continuous assessment in real-time of employee engagement by using devices and apps to capture emotions or social recognition and reward platforms. **Emotion monitoring devices** are fast and an alternative way of penetration and analysing the mood of employees. **Social recognition and engagement platforms** as a social network, messaging, gamification, and crowdsourcing could be used as tools for nominating and recognising others' accomplishments. **New generation employee surveys** are real-time and continuous feedback from their employees through web-based or cloud-based surveys. (Beagrie, 2015)

Any organisation is unique, and employees have different preferences to provide feedback. Some employees might prefer to express their ideas, suggestions, and feelings by internal social media platforms. But the others could feel more comfortable sharing this information with their manager whom they trust. That is why each organisation should implement different approaches to gather the necessary information to measure employee engagement tailored to its need. (Tyler, 2020)

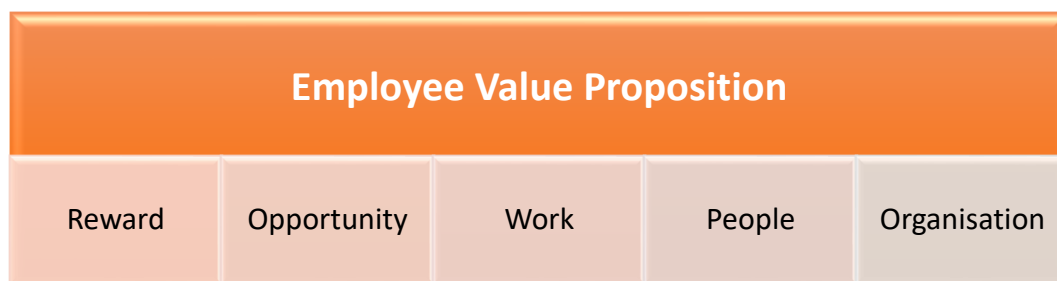
6. Employee Value Proposition

The employee value proposition is what a company provides that potential employees or its hired employees could value, which will convince them to join or stay in the company. (Armstrong and Taylor, 2020)

Traditionally employee value proposition (EVP) denotes the financial and non-financial facilities provided by the organisation but nowadays, EVP indicates the environment where employees get acknowledgment, values, and assistance from the organisation that helps the employees to grow by utilizing their capabilities, knowledge, and skills. (SIBM Pune, 2012)

The EVP contains five elements – Reward, Opportunity, Work, People, Organisation.

Attributes of EVP



(Source: Adopted by Setiawati, 2019)

6.1. Reward – the tangible rewards and financial benefits that employees receive from the company for their performance. (Setiawati, 2019)

6.2. Opportunity – the long-term opportunity that the company offers to its employees for development and career growth. (Setiawati, 2019)

6.3. Work – the joy and satisfaction that employees receive from their job. (Setiawati, 2019)

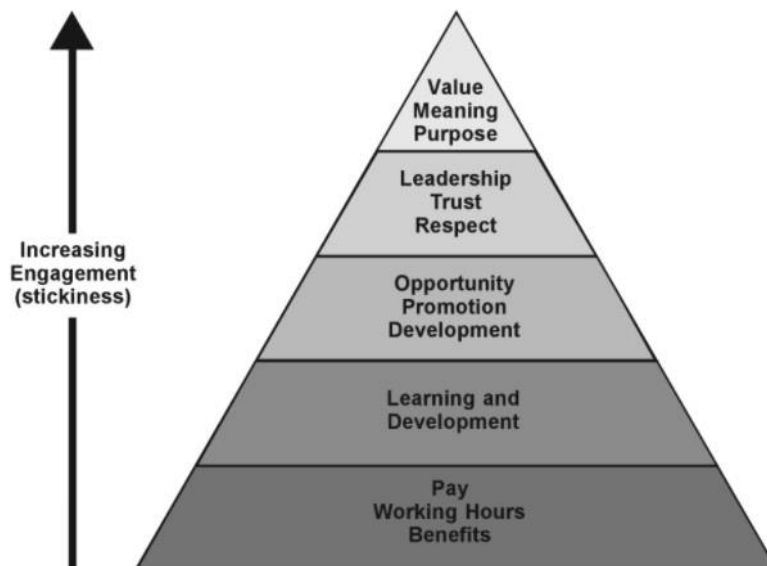
6.4. People – the organisation's culture that fits with new workers and the outcomes obtained from the environment itself. (Setiawati, 2019)

6.5. Organisation – the categories, the type, and the characteristics of the industry of the company. (Setiawati, 2019)

7. Strategies to raise the level of engagement

Penna's hierarchy of engagement presents the impact each level would have on the engagement, attraction, and retention of talent. Penna identifies the workplace's meaning where the job gives satisfaction to the employees by feeling appreciated, valued, and having a sense of affiliation to the organisation. As the hierarchy goes up, and the company successfully responds to each of these elements of engagement, the company will increase its workers' engagement level and become more attractive to the new prospective employees. (Lakshmi and Mohan Venkata Ram, 2019)

Penna's hierarchy of engagement



(Source: Dickson, 2010)

Conclusion:

Employees are a company's best assets, and organisations should provide a work environment which allows employees to give their best to their job every day. Nowadays, employee engagement is considered a crucial driver for the success of any organisation. Employee engagement strategies allow employees to do their best at work. These strategies enable people to feel appreciated, respected, heard, and well managed by their company. The high level of employee engagement foster retention of talent, promote customer loyalty, and enhance organisational performance. Engaged employees are emotionally connected to their company. These employees do their job with great enthusiasm; they are motivated to go the extra mile beyond their employment contract duties in order to contribute to the achievement of organisational goals. (Dickson, 2010)

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