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Employee engagement of Generation Z throughout the employee lifecycle

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Essay on

“Employee engagement of Generation Z throughout employee lifecycle”

This essay is focused on the process of employee engagement where the employee lifecycle of Generation Z will be discussed as this generation has been selected for discussing the perspective of employee engagement throughout the employee lifecycle. Employee lifecycle refers to the stages of employees where employees go through steps like attraction, recruitment, onboarding, development, retention, and separation in a company (Maddox-Daines, 2023). As employees go through various stages of the employee lifecycle in their employment life, employee engagement creates a huge impact on the positive or negative perspective of the employee lifecycle (Marchington, 2016). Employee engagement refers to the engagement of employees with the companies that increases employee loyalty as well as employee retention of the employees (ARMSTRONG and TAYLOR, 2020). Here, in this paper Generation Z or Gen Z is selected for analytical discussions and by Generation Z it means the generation who came to this world after 1995. At first in this essay, human resources roles in the perspective of employee engagement will be discussed. Then Gen Z characteristics will be presented. Thirdly the ways of team engagement alongside the advantage of it in the company. Here the author will be explaining some examples of team engagement according to my perspective. An employee engagement model will be incorporated with this essay with industry examples of proper implementation of the model in business organisations regarding employee engagement.

In employee engagement, companies use the help of human resources. Here, some of the main roles that the human resources of business companies regarding employee engagement are explained below:

Appropriate employee hiring: To discuss the roles of human resources in employee engagement the first thing that comes into mind is proper hiring procedures for employees through which the human resources of business companies (Anwar and Abdullah, 2021). One of the major factors behind employee engagement is the proper hiring of employees who are appropriate for the business organisations and the reason behind that is if appropriate employees are hired by the human resources in a

company the employee engagement and employee retention rate remain higher (Bridger, 2015).

Proper performance evaluation and reward: HR has a major job of employee performance evaluation in a company along with rewarding and the reason behind that is through this process the HR of a company identify whether these employees need training and development or firing off etc. (Sepahvand et al., 2021). By doing that HR of a company ensures employee engagement as they motivate employees through the process of rewarding after proper employee performance evaluation (Robbins et al., 2020).

Motivating employees: In employee engagement, a major factor that works is proper employee motivation and the reason behind saying that is when employees of a company feel motivated, they engage in the organisational activities and their assigned roles properly and it also increases the employee loyalty of the employees within the company (ARMSTRONG and TAYLOR, 2020). And human resources of an organisation is the department that specialises in motivating the employees which is why human resources play a huge role in employee motivation alongside employee loyalty and retention (Sepahvand et al., 2021).

Ensuring a positive working environment: In this modern business world the first thing that an employee looks into an organisation is the company culture and working environment of the organisation as currently, employees are more health conscious and conscious about their mental health and safety too (Torrington et al., 2020). This generation of Generation Z is highly concerned about the company culture alongside its working environment (Gaidhani et al., 2019). That is the reason why it is said that human resources are the ones who can provide a better working environment to the employees along with ensuring proper company culture so that employee engagement can be ensured.

As I have selected Generation Z for the discussion of employee engagement, here I am presenting the characteristics of this generation:

Loyalty and confidence: One of the finest characteristics of Generation Z is that this generation is loyalty as well as confidence. This generation has the reputation of having loyalty towards their activities as well as to the organisations where they work

(Gentina and Parry, 2020). Moreover, this generation is confident as they confidently handle their issues and operate their activities in their organisations.

Innovation and self-motivation: Innovation is another characteristic of Gen Z as their mind works towards innovating and creating something new and unique for this world (Dolot, 2018). In business organisations, the employees of this generation are innovative in their organisational activities and they are also self-motivated which is why whenever they face an issue in their organisational activities, they motivate themselves and solve the issues (Luttrell and McGrath, 2021).

Technologically advanced: As this is a technologically advanced world, employees of this generation Z are technologically advanced which is why they work faster as well as quickly than the previous generations (Luttrell and McGrath, 2021). Currently, business organisations highly rely on technological tools for day-to-day activities within the company and that is the reason why employees of Gen Z are highly qualified for jobs in business organisations who are relying highly on technological tools.

Quick learners: The employees of Generation Z are very quick learners. Whenever an issue or problem comes in their line of work in the business companies, they can quickly solve the issue and also from the training or development perspective they learn more quickly than the employees of the previous generations (Manzoni et al., 2021). That is the reason why business organisations can gain better performance and increased productivity from these employees of Gen Z.

There remain several ways for team engagement some main ones are presented here:

Ensuring proper communication: According to Shuck (2019), proper team engagement can only be achieved through effective communication. Moreover, according to Torrington et al.'s research from 2020, for a team to be successful, its members must have effective communication and different perspectives on how to approach problem-solving. Because effective communication boosts the efficiency of teamwork, which is why it is one of the most important means of getting people involved in the team.

Building better relationships: Alongside proper communication with the employees' better relationships with them can help the organisation or leaders of the teams in engaging employees within the team properly (Chakraborty and Ganguly, 2019). Here,

by building better relationships the loyalty and engagement of the team members Gen Z can be increased which is why it can be mentioned as a way of team engagement.

Motivation: Motivation is one of the key factors that work behind proper team engagement of the team members. And that is the reason why it can be called one of the major ways of team engagement. Through motivation, the employees of Gen Z will be able to provide better performance to their company or to the team (Gabrielova and Buchko, 2021).

Performance evaluation and rewarding: One of the finest ways of engaging a team is to evaluate their performance over a specific period of time and then reward the deserving employees. In this way, the employees will be motivated towards their tasks and will be engaged properly within the team (Paggi and Clowes, 2021). As this generational employee love to get recognised the performance evaluation and rewarding process can give them the option to be recognised properly.

There are some huge advantages of team engagement which are discussed here:

Increased loyalty and retention rate: Among many other advantages of team engagement two major ones are that the team engagement ensures that there exists an increase in team loyalty as well as the employee retention rate within the business company improves (Torrington et al., 2020). The reason behind that is when team engagement is ensured the employees of Gen Z remain loyal to the organisations and that is how the retention rate increased.

Increased team efficiency and effectiveness: When a team is engaged properly and the team members of Gen Z have better communication and relationships with each other the efficiency and effectiveness of the team increase (Manzoni et al., 2021). The reason behind that is the team members then put their best efforts towards the tasks and get better outcomes from those efforts of the employees.

Here, I can mention some of the major ways that I would be following if needed in this team engagement procedure. Firstly, I would ensure that my team is well motivated because without proper motivation among the team members team efficiency will be poor and outcomes will not be satisfactory. Then I would ensure that every problem that the team members are facing is solved properly with the help of proper communication. To boost the performance of my team members I would arrange

employee performance evaluation and reward system with proper evaluation procedures. That would help me a lot in engaging my team of Gen Z.

There exists some employee engagement model that helps in engaging the employees within the company properly and here one model is selected for its implementation in employee engagement discussions which is the IPSOS employee engagement model which is discussed below:

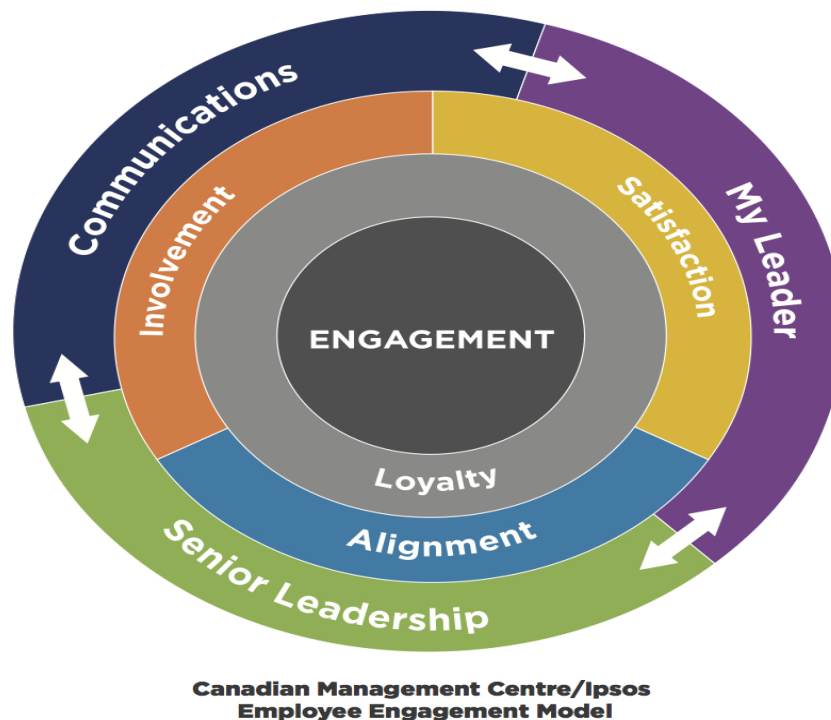


Figure 1: Employee Engagement Model

Source: (Anitha, 2014)

To discuss this employee engagement model firstly it needs to state that this employee engagement model has three major steps that ensure proper employment of the engagement. In the first phase of the model which is the top phase where the activities or implementation of employee engagement starts and at this stage senior leadership, communication and leadership factors exist (Combi, 2015). Through this level in a business company, it is ensured that there exists proper communication among the senior management or leaders of the organisations (Alblas and Wijsman, 2021). Then at the second phase of the model, it is ensured that there exists proper involvement of the employees of the organisations so that proper alignment and job satisfaction of the employees exist (Maughan, 2014). And then the stage of loyalty comes to the

organisation where employee loyalty as well as employee retention factors are concerned and that is the last phase where these factors increase or introduce the employee engagement factors to the organisation (Dorsey and Villa, 2020).

The implementation of the employee engagement model can be described through some industry examples of the hospitality or hotel industry. Firstly, the example of IHG can be given where this organisation uses this model of employee engagement to engage its employees towards the company. Almost every hotel organisation of Intercontinental Hotel Groups uses this employee engagement model for proper implementation within their hotel organisations regarding employee loyalty and employee retention (Michael and Fotiadis, 2022). The Hotel Marriott is also working with this employee engagement model since this model is highly effective in engaging employees within company activities and also in employee retention and loyalty (Kolomiets, 2016). By using these models many other hotel organisations are engaging their employees through proper leadership, communication, management etc. activities within the company. It is being used by organisations throughout their whole employee lifecycle of attraction, recruitment, onboarding, development, retention, and separation of Generation Z (Paggi and Clowes, 2021).

After the discussions and analysis above on employee engagement throughout the employee lifecycle of Gen Z it can be concluded that Gen Z is a highly motivated, confident, quick-learning, technologically advanced generation who are highly focused in their career and growth or development. Because of that they are very choosy in their career and about the organisational working environment and culture. That is the reason why engaging employees of this generation or Gen Z is tough as the business organisations need to ensure that the employees are well motivated, they are given the chance to share their thoughts or take their decisions, they are given the chance to grow and their efforts are recognised and appraised or valued. In this way, the employees of Gen Z can be engaged to a team or an organisation. Throughout their whole life cycle of attraction, recruitment, onboarding, development, retention, and separation employee engagement needs to be ensured by the HR or the organisation to get better employee retention and employee loyalty.

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