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Introduction

Employee engagement has been a topic of interest for many organizations in recent years. This is due in part to the increasing awareness of the importance of engagement for organizational success, as well as the challenges that organizations face in engaging their employees. Since the chief executive asked me to write a report on employee engagement, I am writing about it. In this report, we will explore what drives employee engagement, some of the challenges associated with employee engagement as well as some of the key strategies that can be used to overcome these challenges. Additionally, it will provide insights on how to construct an employee value proposition that engages employees.

Employee Engagement

Employee engagement is a term used to describe the level of an employee's enthusiasm and commitment to their work and company (Sun and Bunchapattanasakda, 2019). A highly engaged workforce is more productive, more satisfied with their jobs, and less likely to leave their employer. Employee engagement is important because it leads to a more productive workforce. Highly engaged employees are more likely to be creative and come up with new ideas, and they're also more likely to be motivated to do their best work. Employee engagement is a key driver of business success. By creating a work environment that is supportive and challenging, offering employees opportunities for growth and development, and making sure that employees feel valued and appreciated, employers, can create a workforce that is more productive and more satisfied with their jobs (Motyka, 2018). To improve employee engagement, organizations need to focus on creating a culture of trust and respect, where employees feel valued and empowered to do their best work. Additionally, providing opportunities for career growth and development will help engage employees and keep them motivated. While employee engagement is a complex issue, organizations that focus on creating a positive work environment and culture will be more successful in engaging their employees and improving business outcomes.

Engagement challenges

There are many engagements challenges that organizations face today. Employee engagement is critical to success, but it can be difficult to achieve and maintain. One challenge is that employees are often more engaged with their work when they feel a personal connection to the organization and its goals (Yadav, 2020). This can be difficult to achieve in a large organization where employees may feel like just a number. Another challenge is that employees may be more engaged in their work if they feel they are making a difference and their work is meaningful. This can be difficult to achieve if employees feel their work is not impactful or they are not able to see how their work contributes to the organization's success. Finally, employees may be more engaged if they feel they have a good work/life balance. This can be difficult to achieve if employees feel they are expected to work long hours or are not given enough time off.

Engagement driving forces

Creating an environment that fosters engagement is important for companies because engaged employees are more productive, more satisfied with their jobs, and more likely to stay with the company (Chandani et al., 2017). When employees are engaged, the company benefits from their increased productivity and their loyalty. When it comes to employee engagement, several factors can drive engagement levels up or down. Here are some of the most important drivers of engagement:

- 1. A sense of purpose:** Employees need to feel like their work is meaningful and that they are contributing to something larger than themselves. A sense of purpose can be a powerful motivator.
- 2. A feeling of autonomy:** Employees need to feel like they have some control over their work and that their opinions matter. When employees feel like they can direct their work, they are more likely to be engaged.

3. A feeling of mastery: Employees need to feel like they are good at what they do and that they are constantly improving. When employees feel like they are constantly learning and growing, they are more likely to be engaged.

4. A feeling of belonging: Employees need to feel like they are part of a team and that they are valued for their contributions. When employees feel like they are part of a supportive community, they are more likely to be engaged.

5. A feeling of significance: Employees need to feel like their work is important and that their contributions make a difference. When employees feel like they are valued and their work is impactful, they are more likely to be engaged.

Engagement is driven by a variety of factors, but these are some of the most important. When employees feel like their work is purposeful, autonomous, mastery-oriented, and valued, they are more likely to be engaged in their work.

Organisational engagement strategies

Organisation takes many steps to increase employee engagement. Such as working from home, flexible work hours, role redesign/ restructuring, and making the workplace “Covid-19 safe”.

There are a variety of organisational strategies that can be adapted to engage employees. The most effective strategy will be dependent on the organisation’s culture, values, and goals (Smith and Thomas, 2018). However, some common strategies that can be adopted include:

1. Encouraging employee input: Encouraging employees to have a say in how the organisation is run will help to engage them in the business (Alarifi and Al-Abbasi, 2020). This could be done through regular feedback sessions, setting up employee committees, or simply encouraging open communication between management and staff.

2. Fostering a positive culture: A positive workplace culture is one that employees feel proud to be a part of. This can be achieved by valuing employee

input, recognising and rewarding good work, and investing in employee development.

3. Promoting work/life balance: A healthy work/life balance is essential for employee engagement. This can be achieved by offering flexible working arrangements, encouraging employees to take regular breaks, and providing access to employee assistance programs.

4. Supporting employee development: Employees who feel like they are constantly learning and developing are more likely to be engaged in their work. This can be achieved by investing in training and development opportunities, offering mentorship programs, and providing opportunities for career progression.

5. Recognising and rewarding good work: Employee recognition is a powerful tool for engagement. This could be done through financial incentives, public recognition, or simply saying “thank you” more often (Stewart and Charles, 2018).

Organisational engagement is essential for a business to thrive. By adopting some of the above strategies, organisations can create an environment where employees feel valued, supported, and motivated to do their best work.

Diagnostic instruments for determining engagement

There are a few different ways to measure engagement, but the most important thing is to find a method that works for our company. Here are a few popular options:

1. Employee surveys

This is the most common way to measure engagement. An organisation can use an existing survey tool like Survey Monkey or Google Forms, or it can work with a research company to create a custom survey (Widyawati, 2020).

2. Engagement software

There are a few different software options that can help the organisations measure engagement. They work by tracking things like employee login times, computer usage, and email activity.

3. Focus groups

Focus groups are a more qualitative way to measure engagement. We can work with a research company to recruit a group of employees from our target demographic. Then, we'll meet with the group for an hour or two to discuss their work experiences.

4. One-on-one interviews

One-on-one interviews are similar to focus groups, but they're less formal. We can interview employees individually or in small groups. The advantage of this method is that it's flexible and we can ask follow-up questions the downside is that it can be time-consuming (Ali and Anwar, 2021).

5. Observation

Observation is a good way to measure engagement if we have a small team. We can observe employees while they're working and take note of things like body language, task engagement, and breaks.

No matter which method you choose, it's important to make sure we're consistent in how we measure engagement. We should also track engagement over time so we can see if our efforts are making a difference.

Constructing an employee value proposition

The employee value proposition (EVP) is the unique set of benefits that an organization offers to its employees (Torrington et al., 2020). It's what makes working for a particular company attractive to potential and current employees.

Employee Value Proposition



Figure 1: Employee Value Proposition

Source: (Torrington et al., 2020)

An effective EVP is built on a deep understanding of what employees value most and what motivates them to do their best work. It is also important to keep in mind that what employees value can vary depending on their stage in their career, their family situation, and other factors (Arslan, 2017). A strong EVP can help an organization attract and retain the best talent, as well as improve employee engagement and productivity (Jiang and Luo, 2020). We need to offer employees a chance to be part of a winning team, grow and develop their careers, and enjoy a work/life balance. In return, we can expect our employees to be committed to excellence, to continuously learn and improve, and to act with integrity.

While there is no one-size-fits-all EVP, there are certain elements that are commonly included in an EVP. These elements can be organized into four main categories:

Compensation: This includes not only salary and wages, but also bonuses, benefits, and other forms of financial compensation.

Career: This includes opportunities for advancement, development, and training.

Culture: This includes the company's values, mission, and overall work environment.

Work/life balance: This includes flexible work arrangements, paid time off, and other policies and benefits that support a healthy work/life balance.

The company offers its employees a flexible working arrangement that allows them to work from home. The company also offers job design and restructuring roles to its employees to make the workplace "Covid-19 safe".

Many factors can make up an EVP, but some common ones include:

Working from home: Many employees appreciate the ability to work from home, at least part of the time. This can improve work-life balance and allow for more flexible hours.

Flexible working time: Flexible working hours can be another attractive perk, especially for parents or employees with other commitments outside of work.

Job design/restructuring roles: Employees want to feel like their work is meaningful and that their roles are well-defined. Job design and role restructuring can help to improve clarity and purpose.

Making the workplace "Covid-19 safe": With the pandemic still ongoing, many employees are concerned about their safety at work. Organizations that have taken steps to make their workplaces safe and secure are more likely to attract and retain employees.

Conclusion

Employee engagement is a key success factor for any organization. It is also clear that there are many challenges to achieving and maintaining engagement levels. Overall, engagement is a complex and multi-faceted concept, and there is no one-size-fits-all solution to addressing engagement challenges. In conclusion, any organization wishing to improve its performance should focus on employee engagement. However, by understanding what drives engagement and using diagnostic tools to measure engagement, organizations can develop targeted strategies to improve employee engagement. In addition, constructing an employee value proposition that is aligned with organizational goals and values can help to create a more engaging work environment.

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