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LEVEL 5 ASSESSMENT SPECIFICATION

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Employee Engagement

Introduction

Employee engagement is a measure of the employee and employer relationship. It is a term that describes the relationship employees and employers have with each other, with the workplace and with their individual jobs. It is a state of mind in which individuals are emotionally connected to their organizations, supervisors, colleagues and answer to them willingly. This can make the difference between an employee who just "showed up for work" or exhibited some specific behavior and one who goes above and beyond his job description seemingly just because he/she enjoys it. In this report, concepts and drivers of employee engagement would be reviewed. This report would also evaluate the diagnostic tools to employee engagement. It would also provide a Value Proposition that would also include the strategies to raise levels of engagement.

Concept and Drivers of employee engagement

Engagement is a theory of leadership developed by the late Dr. A.G. Lafley to explain how employees stay focused and committed as they work towards a common goal. His theory broke engagement into three elements: Self-Direction, Teamwork, and Autonomy, These three elements lead to the overall purpose of engaging employees, which is to improve performance by creating clarity of purpose for the organization that inspires employees to make the changes necessary for success (Sun and Bunchapattanasakda, 2019).

Concepts of Employee Engagement

The employees' engagement has three major concepts namely job involvement, organizational commitment and work involvement. The last one is a measure of the desire of an employee to perform well in his/her task in order to accomplish the goals of the organization which he/she is working.

Job Involvement

Job Involvement is one of the major concepts of Employee Engagement. Employee engagement is a conscious decision on the part of an employee to participate more fully in an organization and to give it his or her best efforts. Job Involvement is the degree to which an employee has a great deal of knowledge regarding the way his or her job contributes to the overall success of a business and the extent of creating new ideas with regard to work activities. Job Involvement assists in improving the efficiency and performance at workplace. It gives a

great chance to improve productivity and makes employee enthusiastic towards their job (Pandita and Ray, 2018).

Organizational commitment

Organizational commitment is a major factor in employee engagement. The most committed employees are the ones with the strongest link to their organization. When people are so strongly tied cognitively and emotionally to their employer, they will be willing to go out of their way to maximize the productivity and profitability of that organization. Coming across a pandemic is one of the major challenges organizations as well as individuals face in the recent times. Most companies, when deploying an improved engagement strategy for their employees, also want to improve organizational commitments (Geisler et al., 2019).

Work Involvement

Involvement at work refers to experience of employees within organizations and it is a broad concept. Involvements of employees are related to specific issues, here with I am pointing out the lack of involvement in organization. Work involved employees are more committed towards their job and so, involvement plays an important role in an employee care and improves their performance. Work involvement is based on the level of employee involvement in their work tasks. Work involvement occurs when employees are highly involved in their tasks and have their goals direct their behavior to achieve their goals (Albrecht et al., 2018).

Drivers of Employee Engagement

The recent times of Coronavirus pandemic has affected the work productivity of many employees, as this disease takes them away from their duties as they are quarantined in their homes. But most companies do not realize that this is just one of the three main drivers of engagement that affect the work performance of their personnel. The second and third drivers of engagement are company values mainly generated from the core values in which employees share, and lastly the recognition from the company to its personnel. The main drivers of employee engagement are Employee appreciation, Recognition programs and Training and development (Ali and Anwar, 2021).

The main drivers of employee engagement focus on three main areas:

1) Fair Treatment - This is considered the most important factor in employee engagement. Employees want to feel like they are contributing value to the company, being appreciated and deserve some control over their future with the company as well

2) Clear Communication - Most employees complain that they don't know what's going on or understand what is expected of them. When an employee cannot understand how their work impacts the success of their team or the company, it's hard for them to feel like their work is valued

3) Opportunities for Development - Employees want opportunities for development and training so that they can learn new skills and advance within their company.

Employee engagement has major impacts on the success of an organization. High employee engagement leads to better products and services, contributes to workplace efficiency and innovation, enhances work performance, and increases customer loyalty. Engaged employees are more likely to contribute to the overall success of an organization. An engaged employee is someone whose talents, aspirations, knowledge and skills align with the organization's mission, vision and values.

Diagnostic tools to measure engagement

In today's competitive landscape, organizations need to recognize how important employee engagement is. Due to its increase in importance, many companies are creating programs set on increasing that employee engagement within the organization. These are the some major diagnostic tools to measure Employee Engagement which include:

Employee Surveys

Employee surveys are a tool used by business leaders to gauge employee satisfaction and engagement levels. Successful organizations usually conduct regular surveys of their employees in order to identify where improvements can be made. Employee surveys help businesses measure the pulse of their company, address problems and grievances before they turn into major issues, saving time and money. These surveys are crucial tools that can be used to measure your employee engagement. They allow organisations to understand the needs, wants and desires of the employees, what's working and what has room for improvement within the organization. At a time when the world is focused on fighting this pandemic, a simple

scheduling of an employee survey that fulfills both budgetary constraints and productivity goals will help any organization progress to becoming a more engaged workplace (Matthaei, 2019).

Employee Reward and Recognition Programs

Modern Reward and Recognition programs may just be the tool that enables organisations to unlock the secret of Employee Engagement. These programs help in improving employee engagement and morale among the employees. It is an important part of any organization's culture. Reward programs allow organisations to identify employees' strengths and recognize their contributions. When used effectively, employee reward programs can increase employee engagement, customer satisfaction and even sales. However, employee rewards need not be monetary or tangible. They can also be intangible such as informal thumbs up, a pat on the back or verbal accolades. In many cases, these less tangible rewards are more impactful than monetary rewards and are thus better in sustaining employee engagement. Not only do these programs help reinforce positive behaviors within the company, but they also motivate and recognize employees for the work that they do on a daily basis (Krishnaveni and Monica, 2018).

Frequent One–On–Ones

In this hard time of Coronavirus pandemic, frequent one-on-one meetings with employees, guided by the right questions, can give organisations actionable information on how to positively affect Engagement. "One-on-ones are the best diagnostic tool to measure engagement" said Michael Bungay Stanier, a Canadian consultant and author of several books on business leadership. By scheduling one-on-one meetings with the employees, organisations are creating a strategy that keeps their finger on the pulse of what's happening in the organization. One–On–Ones offer managers the perfect chance to have conversations with their employees and gain insight into how engaged they are at work. When done correctly, these conversations help managers develop an action plan for how to increase employee engagement and ultimately improve their performance (Harris and Bartlow, 2021).

Conducting Exit and Stay Interviews

In addition to the factors such as job content, working conditions and relationship with colleagues and superiors, both exit interviews and stay interviews can help reveal varying levels of morale among employees. Organisations can use this information to help eliminate potential problems in the workplace before they occur, or begin to affect the bottom line. It results in a better understanding of individual issues, challenges and rewards to help drive continuous

improvement. The state of how committed and enthused employees are about their job, organization, or employer. That's where exit and stay interviews come in.

Evaluating Productivity Metrics and Retention Rate

By assessing both the productivity and retention rates of employees in a company, organisations can get an indication of the future of their business. There are two main types of measurements that need to be taken into consideration when looking at productivity metrics: quantitative and qualitative. Both kinds of measurements will ultimately allow employers to evaluate their employees, retention rates, and overall business performance. The first step in measuring productivity is to gather all relevant data from the previous year's performance. This should be as recent as possible so that it can be used to predict future trends. Specific tracking methods include counting and measuring time spent on activities each day, tracking minutes logged onto a particular computer program every day, or recording how long an employee worked on an assignment. Once all of this information has been gathered, it can be compared to the same month(s) or corresponding period last year. This will allow organisations to find out how productive the team has been over the past year by comparing actual hours worked compared to the hours budgeted for each person for each month or period organisations review it for (Tomic et al., 2018).

Employee value proposition

A majority of employees do not fully understand the strategic importance of their role in achieving a business objective, which makes them less likely to bring their full efforts to the workplace. Implementing effective employee engagement strategies provides a competitive advantage over other organizations through: – Alignment with business objectives and priorities; – Focus on things that matter to employees; – Rapid communication and feedback between leaders, managers and employees; – Rewarding behaviors that drive performance. Employee engagement is a key factor for greater productivity, job satisfaction and loyalty. For more competitive advantage, it is mandatory to be fully committed to each employee, recognizing his potential and abilities in accomplishing organizational objectives.



Figure 1:

<https://nextleaders.co.za/solutions-services/employee-engagement-value-proposition/>

Raising the levels of employee engagement begins with recognizing the employee's greatest needs, addressing any current workplace issues and implementing a strategic plan to improve the overall morale for all. Some of the major strategies for raising the levels of employee engagement include:

Modelling the Core Values and Emphasising the Mission

To raise the levels of employee engagement, organisations should model the core value and emphasise the mission. Organizations today are judged by their values and the way they treat their employees. An organization's vision and mission should be portrayed to the employees in a clear guideline how they should act. Organizations that model their core values have

employee engagement levels of 86% versus only 39% for organizations that do not model their core values (Zhang et al., 2018)

Prioritize Feedback

Prioritizing the feedback from the employees is an important way to raise their engagement and improve performance. When the employees receive feedback that actually makes a difference in their day-to-day experiences on the job, they will feel like their opinions are valued by the organization, and will be more willing to embrace change (and work harder) in order to meet the expectations - and achieve results. This benefit provides the groundwork for increased job satisfaction and employee empowerment, which leads to higher productivity, decreased turnover rates and improved customer service overall (Antony, 2018).

Recognizing Top Performers and Rewarding Achievements

The lack of appreciation and recognition of every employee is amongst the striking reasons why organizations are not getting noticed in their market. One should always recognize that humans are social animals and they always feel high when they get rewarded for their work. A great leader understands that the best way to get the most out of employees is by motivating them and recognizing their hard work. Recognizing top performers might be one of the most powerful ways to improve employee engagement. There is no better way for employees to feel valued and invested in their work than to be identified as a "Top Performer" through meaningful recognition.

Conclusion

Achieving increased employee engagement helps organisations drive significant improvements in key performance metrics, including customer satisfaction, operating income and retention rates. Employee engagement is an important business driver, delivering a wide range of financial, reputation and people-related benefits. Engaged employees are committed to the success of the organisation and have a powerful influence over customer experience, work relationships and cooperation with organisational goals. Employee engagement is every bit as necessary for companies as it is for humans.

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