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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 the employee lifecycle”

The topic of this essay is how to engage employees of Generation Z throughout the employee life cycle. Gen Z refers to the generation of people between 1996 and 2015 and in this essay, the topic will be covering this generation who work as employees or human resources in different companies (Serbanescu, 2022). Employee life cycle refers to the whole process or lifetime of an employee that starts with attraction or recruitment and ends with separation. Some major parts of the employee lifecycle are attraction, recruitment, onboarding, training and development, retention and separation (Thompson, 2010). Here, discussions will be made about the kind of important stages an employee goes through regarding employee engagement. The business companies engage Gen Z employees, select potential hires to engage the team and engage the value team of life. In this essay, the human role for employees' resources, the characteristics of Generation Z and finally the suggestions for team engagement will be discussed. For a proper explanation of the process of employee engagement of Generation Z throughout the employee lifecycle, some industry examples will be mentioned by the author in this essay.

Employee engagement plays a very important role in any organizational success. It is estimated that the company may have gained up to 24% profit through its highly engaged workforce (Casey and Sieber, 2016). Although the employees of all departments of a company can help in the field of employee engagement execution, the HR department is an expert in the field of employee engagement, they use all such best methods, which employee engagement directly helps the company (Cooke et al., 2022). HR plays a key role in boosting and reinforcing employee engagement in various ways. The roles of human resources in engaging employees are given below:

Hiring employees for culture fit: HR plays an important responsibility in recruiting employees for a company. Through the interview process, it is confirmed whether the candidate will fit with the company culture or not. According to Anwar and Abdullah (2021), this makes it simple to interact with company workers at a later time.

Making individual contributions to understand the value of employees in the company: A clear link is created between the goals set by the employees and the company through HR (Cooke et al., 2022). Through this, the employees are ensured

that the individual goals of the business can be achieved through their contribution and the employees feel ownership of the business and can work actively. Through this, it is easy to engage between the company and employees.

Encouraging employees to work: After recruiting HR employees in a company, they play a big role by encouraging them for various tasks (Snell and Morris, 2022). Although this work is done by the manager of the company, to solve the problems of the employees, to appreciate the employees individually for their outstanding performance, and to prioritize the different opinions of the employees (Attridge, 2015). Through this, the HR of the company can engage between managers and employees.

Communication network serves: The communication network plays an important role in the employee engagement of the company. In this case, the HR department helps the company's leader and employee network creative. The two ways to listen for effective communication, process and respond are important, which lies in leaders and employees (Noe et al., 2016).

Maintain company culture: It is easy for the HR department to engage employees by maintaining company culture. Every company has a different kind of company culture, which works as an effective business growth. Through company culture, new employees are encouraged to see the work environment, or due to lack of particular office culture, employees cannot create office engagement due to mismanagement, as a result of which they shift jobs (Williams and Turnbull, 2015). In this case, the HR department can increase employee engagement by maintaining company culture.

This essay is focused on Generation Z and that is why it is important to understand the characteristics of this generation before discussing their engagement techniques. Some of the key characteristics of Generation Z are:

Digital inherent: Gen Z is a grown-up generation that grew up with advanced technology, through which companies communicate, learn and consume information is influenced (Racolța-Paina and Irini, 2021).

Global acquaintance: Generation Z is globally aware and connected, giving an overview of what is happening in global issues, politics and worldwide culture.

Mental health advocates: Generation Z also discusses the well-being of mental health; they always prioritize self-care and help someone in need (Serbanescu, 2022). This generation plays a vital role in reducing mental health issues.

Environmental wisdom: Another concern of Generation Z is environmental sustainability, this generation is very passionate about climate change, environmental issues, and supporting eco-friendly brands (Berkup, 2014).

Political engagement and education learning: Generation Z also organizes strong powerful tools in terms of climate change and social media services (Racolța-Paina and Irini, 2021). On the other hand, education approaches online learning differently.

There exist several ways of engaging and there exist several advantages of engaging a team where some of the major ones are proper recognition and appreciation of the employees, proper communication within the organisation, decision-making features available to the employees, clear goals with expectations, proper feedback and improvement facilities, personalised engagement etc. (Marchington, 2016). In the case of Generation Z, one can engage through characteristics and preference, but to effectively engage this generation, he/she needs to consider the following strategy like video content, Generation Z creates short and visually appealing videos to convey messages for product showcase, also gives various challenges and hashtags to promote engagement (Xiang et al., 2023). Moreover, Gen Z makes content recommendations according to specific interests and needs, as well as engages customers through instant messaging and chatbots and engages Gen Z decision-making by actively seeking feedback and collaboration. Gen Z's engagement strategy includes creating games, challenges or reward system participants. As well as whether the digital content or platform is mobile friendly or not, where Gen Z primarily accesses and engages through smartphones (Serbanescu, 2022). Hence, it can be understood that to engage Generation Z properly within an organisation, the organisation needs to ensure that the employees feel valued, the employees get proper work-life balance, they get flexibility, they have the facility of proper communication, feedback and learning procedures etc. Alongside that, it needs to be ensured by the organisation that the employees of Generation Z are provided proper appreciation, recognition and growth opportunities so that they feel valued and that is how employee engagement can be ensured within the organisation (Berkup, 2014).

Effectively engaging a team, has numerous advantages, it helps to increase the productivity of the company's employees, which leads to improved output and efficiency. Due to the good engagement of employees with the work, many times they are also satisfied with the job, which can complete their work more quickly (Torrington et al., 2020). Employee engagement is often helpful in the well-being of work life and personal life, which keeps an employee happier and healthier. An engaged team can share and collaborate ideas for the company. Also, the company gets the best service from engaged employees, which creates a positive interaction with customers and clients. An engaged team helps the company increase profitability, which brings a big advantage to the company (Anwar and Abdullah, 2021). Among many advantages, one of the major advantages that is worth mentioning is the highest level of efficiency and effectiveness that can be obtained from the employees who are engaged properly within the organisation or the team. The reason behind that is when employees are engaged properly, they can provide the highest effort which results in better efficiency and effectiveness of the employees (Rivaldo and Nabella, 2023).

Some examples can be shown of how I could engage my team. Firstly, I would ensure proper communication within my team where my team members will be able to communicate with each other along with the leaders whenever they need to. Through ensuring this proper communication process, proper teamwork outcomes can be ensured (Katzenbach and Smith, 2015). Secondly, I would ensure there exists proper performance feedback along with appreciation within my team so that the team members can understand their performance level and get appreciated if their performance is worth appreciating. Along with that, I would ensure that the team members get the chance of proper development facilities if their performance is not good enough. Another thing that I would do to engage my team is to give them flexibility and work-life balance within the organisation. By giving them this opportunity, I would be able to get their performance properly as proper work-life balance helps employees in providing the highest level of performance for the organisation. Another crucial thing that I would do to ensure proper engagement of my team within the organisational activities is that I would go through regular check-ins with the employees to know whether they need anything or they are facing any issues or not and then I would try to solve those issues. As the topic is covering Generation Z, as this generation of employees likes flexible as well as work-life balanced working

environment I would ensure that these employees get their proper working environment within the organisation so that they can deliver their best efforts to the organisation (Thompson, 2010).

Employee Engagement Model: PEARL can be used for discussing the implementation process of employee engagement within a business. The model is discussed below:

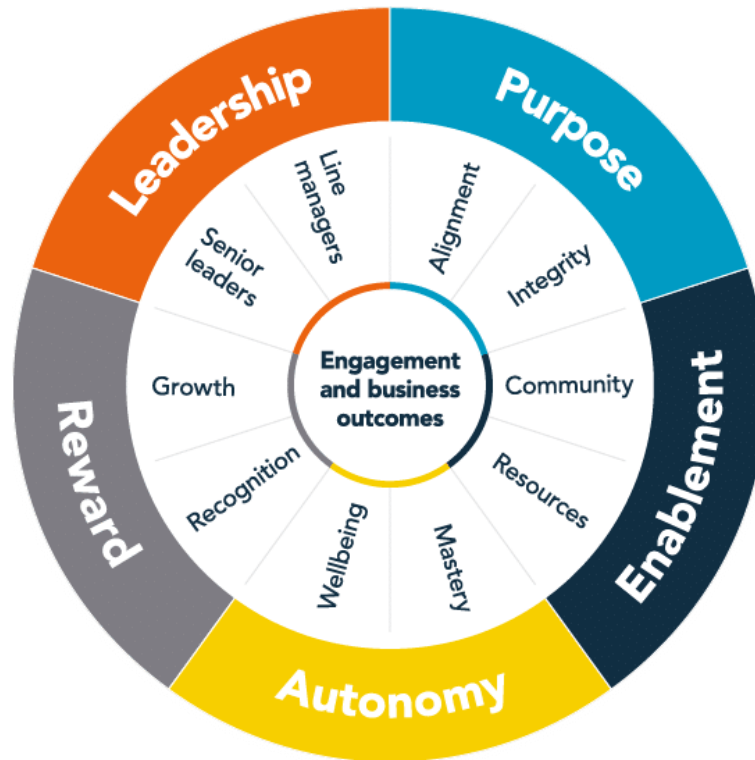


Figure 1: Employee Engagement Model: PEARL

Source: (People Insight, 2022)

This model has five parts which are purpose, enablement, autonomy, reward and leadership (Carasco-Saul et al., 2015). For proper employee engagement, all of these parts are necessary. Firstly, in purpose, proper alignment and integrity are required among the employees and to do that enablement is necessary where community and resources are needed to be available for the employees (Torrington et al., 2020). In this case, the autonomy of the employees needs to be ensured which will result in better performance of the employees. And based on the performance rewards should be given to the employees alongside proper growth opportunities and recognition (Lencioni, 2016). And for all of these activities, proper leadership is needed for proper engagement of the employees. Many organisations follow this model to ensure employee engagement within the organisation and for example, some companies can

be mentioned that have been using this model and getting better outcomes regarding employee engagement within their organisations (Eldor and Vigoda-Gadot, 2016). Some of these organisations are The Marriott Hotel, Intercontinental Hotel Groups, and Hilton Hotels and Resorts. Based on the information it is known that these top hotel organisations of the hotel industry have been using this model of employee engagement and getting better outcomes from their employees for their organisations. Hence, for proper employee engagement, an organisation can follow or use this model for proper implementation along with getting proper outcomes regarding employee engagement (Carasco-Saul et al., 2015).

Based on the discussion above regarding employee engagement of Generation Z it can be concluded that an employee goes through several levels throughout his employee lifecycle and in this whole cycle he needs to feel valued, recognized, evaluated and rewarded if necessary. It is more needed for the employees of Generation Z since this generation focuses on these factors highly for their whole employee lifecycle. That is the reason why the organisations of the hotel industry need to ensure that they are providing these facilities to the employees of Generation Z to get the best outcomes from those employees. And the employee engagement not only results in better performance of the employees of Generation Z, but it also provides better relationships of the employees, better retention rate of the employees, better employee loyalty to the organisation etc. All of these advantages can be obtained by the organisations of the hotel industry if they can ensure those factors that are mentioned throughout the paper for employee engagement. Some of the major factors that are required for proper employee engagement that can summarised from the paper are proper communication, proper employee performance evaluation and feedback, proper growth opportunity, proper recognition and reward, proper work-life balance within the organisation, proper working environment, etc.

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