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SUBJECT: Human Resource Management

GROUP: 4

GROUP TOPIC: Employee Engagement Strategies

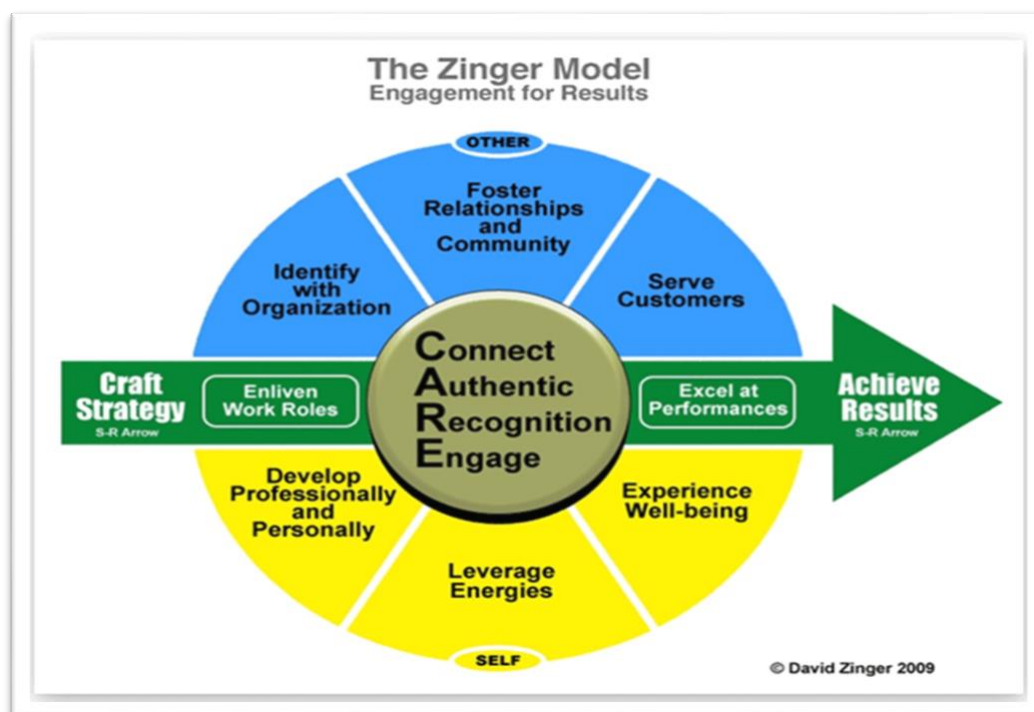
PERSONAL TOPIC: Zinger Model of Employee Engagement

EMPLOYEE ENGAGEMENT DEFINITION

“Employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and well-being as we leverage, sustain, and transform work connections into results.”

ZINGER’S EMPLOYEE ENGAGEMENT MODEL

David Zinger, a psychologist, formulated his employee engagement framework which emphasizes the power of robust and meaningful team relationships in driving enhanced business outcomes. Zinger's model focuses on four core elements of employee engagement represented by the "CARE" (Protopapas, 2022)



Zinger's approach is structured as a hierarchy of 14 critical engagement practices designed for managers. Each practice serves as a foundational element within the hierarchy, contributing to the cultivation of favorable employee engagement. The hierarchy arranges these practices in ascending order, categorizing them as:

1. **ACHIEVE RESULTS.** Employee involvement is channeled toward achieving desired outcomes. The initial element of the model is positioned on the far right and commences with the specific results sought by the individual, team, department, or organization. The central query in this segment is: What objectives are aimed for, and how will their achievement be recognized?

2. **CRAFT STRATEGY.** Progressing from the right-hand edge of the model, we traverse back through its components to the far left. To attain the intended outcomes, it is imperative to construct a well-defined strategy. How will these outcomes be realized, and is the organization's intent and approach clear to all? Does the strategy captivate interest, and is there ample employee engagement to execute the strategy effectively?
3. **CONNECT.** An integral facet of employee engagement is connectivity. To some extent, connectivity mirrors engagement itself. How deeply are employees linked to the various dimensions of engagement, spanning from their affiliation with the organization to their genuine sense of contentment? The concept of "Connect" initiates the central principles of CARE embedded within the employee engagement framework.
4. **AUTHENTIC.** Authenticity constitutes the 'A' in CARE. Employee engagement necessitates sincerity. Both employees and customers can readily discern insincerity, be it from a distance or in a fleeting moment. It's imperative to move beyond superficial relationships, communal sentiments, or fleeting happiness, and instead embrace engagement that is sincere and robust. Profound engagement is authentic and genuine.
5. **RECOGNITION.** The 'R' in the core of CARE stands for recognition. Effective employee engagement calls for meaningful recognition. This goes far beyond mere tokens like long-service awards or tokens. Are employees genuinely seen and acknowledged? Do they grasp the significance of their contributions and understand how their efforts link to outcomes?
6. **ENGAGE.** CARE culminates with the 'E' of engagement. Often, the term "engagement" is used as a noun, overshadowing the action of engaging. To "engage" focuses on the active elements of involvement. Engagement is not confined to a one-time survey assessment or a static state. True engagement entails fully immersing oneself in and actively contributing to the dynamic facets of work.
7. **ENLIVEN WORK ROLES.** Numerous roles are incumbent upon us to be fully engaged. A role signifies a set of duties, privileges, and responsibilities in the workplace. Striking a balance between fulfilling essential roles and preventing role overload is essential. Simultaneously, individuals must wholeheartedly embrace roles that contribute to outcomes, relationships, and engagement. Sometimes, leaders and managers tend to overlook their role as employees themselves.
8. **EXCEL.** Engagement targeted at results can significantly impact performance management. Our engagement is showcased through our performance, and conversely, engagement can facilitate exceptional performance. Sound employee engagement should cultivate standout performers. The objective is to empower each employee to shine, benefiting customers, the organization, and their personal growth.
9. **ESTEEM ORGANIZATION.** How aligned is the employee with the organization's ethos? Does the individual identity align with the organizational brand? Do employees perceive themselves as an integral part of the organization or distant from it? Is there a sense of pride in being associated with the organization, and is there a willingness to endorse and advocate for it?

- 10. FOSTER COMMUNITY.** A crucial aspect of employee engagement is our connection to relationships and community. These bonds extend to both personal and virtual realms, including social media. Are we fostering connections that yield both outcomes and relationships? The essence of work lies in building relationships and nurturing a sense of community. Organizations that fail to evolve into communities risk becoming obsolete or marginalized.
- 11. SERVE CUSTOMERS.** It is desired that employees serve the organization's clients, and a strong interrelation exists between employee engagement and customer engagement. Does the employee sense that the organization and management serve their needs to a degree that they reciprocate by offering exceptional service to both external and internal customers?
- 12. DEVELOP CAREER.** Work should be advantageous to employees in return. Through their work, employees should encounter both personal and professional advancement, encompassing learning opportunities and harnessing individual strengths, value, visibility, and engagement. Given the considerable time spent at work, it should serve as a conduit for realizing one's full potential.
- 13. LEVERAGE ENERGIES.** The essential ingredient of engagement is energy. Is there an adequate reserve of energy to be wholly engaged? Does the individual's contribution to the organization add energy or deplete it among their peers? Profound engagement encompasses mastery over physical, mental, emotional, spiritual, and organizational energy. Energy, not time, stands as the pivotal resource for engaged participation.
- 14. EXPERIENCE WELL-BEING.** Ultimately, work should contribute to the well-being of employees. Engaging in work should coincide with experiencing a healthy sense of well-being. The organization's outcomes hinge on the health and productivity of individual employees. (Zinger, 2009)

CONCLUSION

This model has been proven to be an effective way of engaging employees in their job as it covers all the aspects which are needed for an individual to fulfill personal needs and growth as well as for an organization to achieve its goals such as customer satisfaction and using their employees to their full potential.

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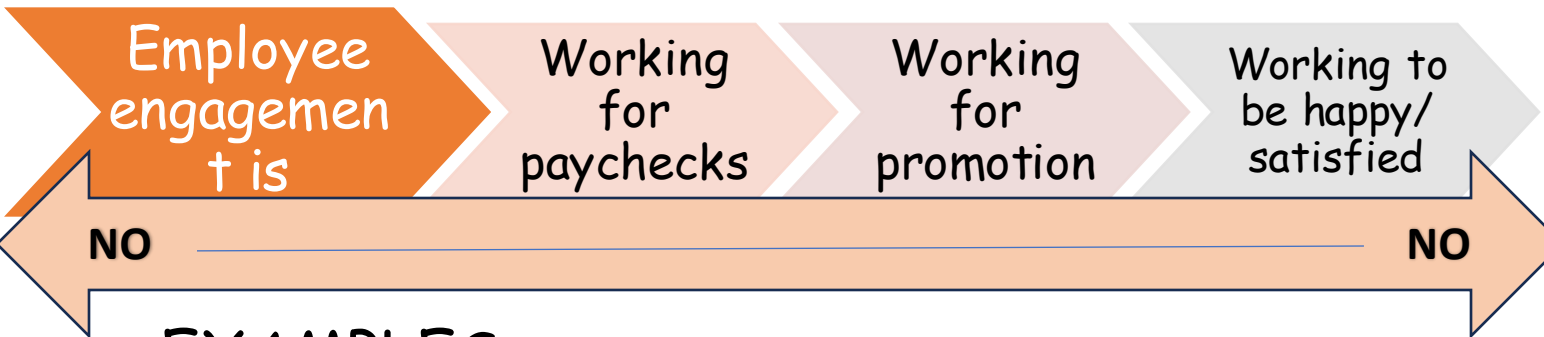
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EMPLOYEE ENGAGEMENT

INTRODUCTION

»»» What is employee engagement?



EXAMPLES

- A dedicated salesperson will sell just as hard on Friday afternoon as he did on Monday morning.
- Engaged factory workers will have fewer accidents and be more productive

Employee engagement is the emotional commitment an employee has to the organization and its goals. ✓

Why important?

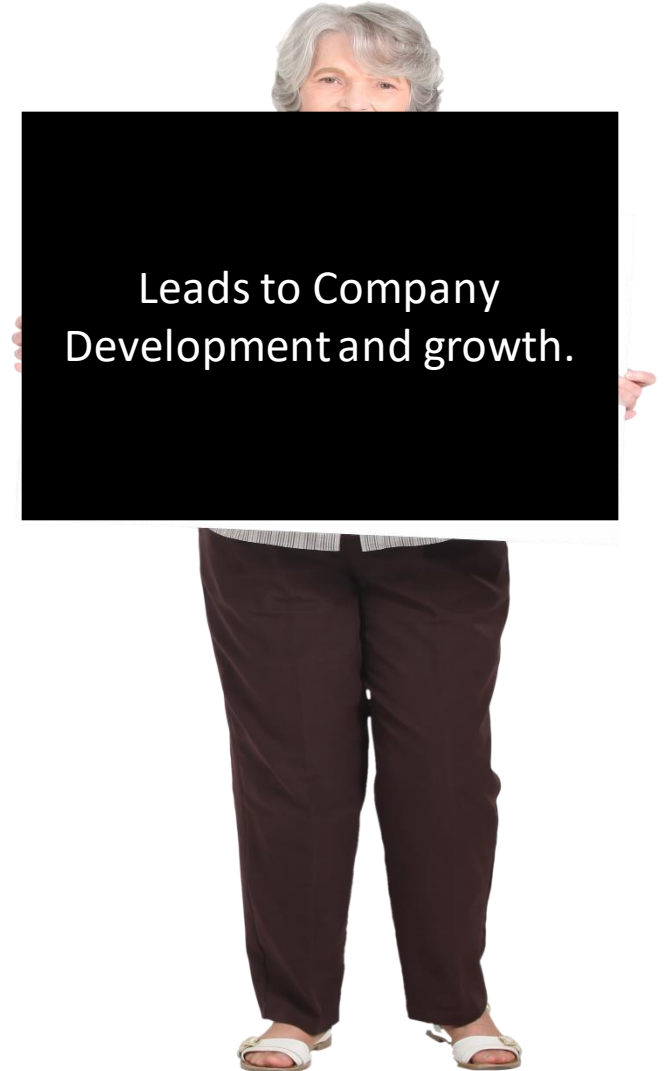


Characteristics of Employee Engagement

- It improves employee performance
- Develops the positive environment
- They are fantastic role models
- They look forward to going to work
- They are versatile and flexible
- They often remain around for longer
- They exhibit strong leadership abilities



Leads to Company
Development and growth.



Key Players in Enhancing Employee Engagement

There are main three key players which are plays vital role to enhance employee engagement. They are as per following:-

1. **Immediate Supervisors and Managers**
2. **Human Resource Department**
3. **Senior Leadership or Top Management**



Phases of Employee Engagement

1. Attract

2. Acquire

3. Advance

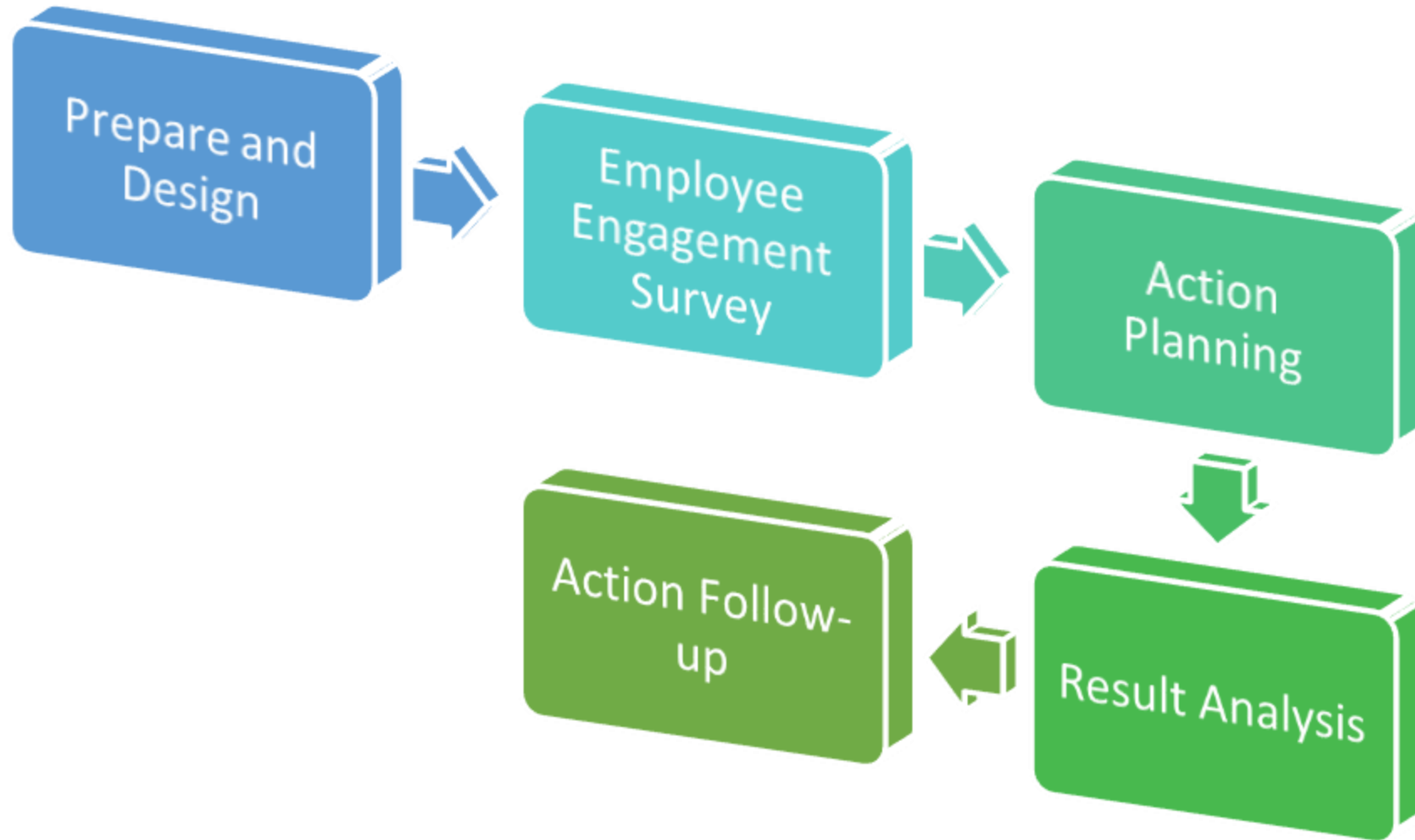
3 C's of Employee Engagement

3C Techniques of Employee Engagement

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PROCESS



STRATEGIES

- ❑ **Open Communication:** Encourage transparent and two-way communication between management and employees. Regular updates, town hall meetings, and feedback sessions help employees feel heard and valued.
- ❑ **Professional Development:** Offer opportunities for skill development and career growth. Training, workshops, and mentorship programs can enhance employees' sense of value and commitment.
- ❑ **Flexible Work Arrangements:** Provide flexibility in work hours or remote work options when possible. This can improve work-life balance and job satisfaction.
- ❑ **Team Building Activities:** Organize team-building events and activities to foster strong relationships and collaboration among employees.
- ❑ **Leadership Development:** Invest in developing strong leaders who can inspire, motivate, and effectively manage teams.
- ❑ **Regular Feedback:** Provide constructive feedback and opportunities for improvement. Regular performance reviews can help employees understand their progress and areas for growth.



Employee engagement

Dimensions of employee engagement



Employee Engagement

- Dimensions of employee engagement:-

There are numerous amount of dimensions factors which are usually mentioned.

- 1). **Personal and professional growth** :- Personal growth mainly focuses on the developing communication and social skills, including aspect of emotional well-being.
- 2). **Leadership and culture**:- Culture engagement mainly focuses on creating connections and engaged employees give their full effort in day in and day out.
- 3). **Work satisfaction**:- work satisfaction is when an employee enjoys their work they do.
- 4). **Work relationship**:- It is relation between employers and employees. It affects issues like pay, benefits, conflicts, work life balance. Good work relationship can be lead to increase employee engagement and performance.

5). Employee well being:- It refers to the how employee feels about their role, their work and value within the company. To improve this provide employee to wellness programs, flexible work arrangements.

6). Employee value Propositions:- It can help to attract and retain talent, boost employee engagement and improve organizational culture.

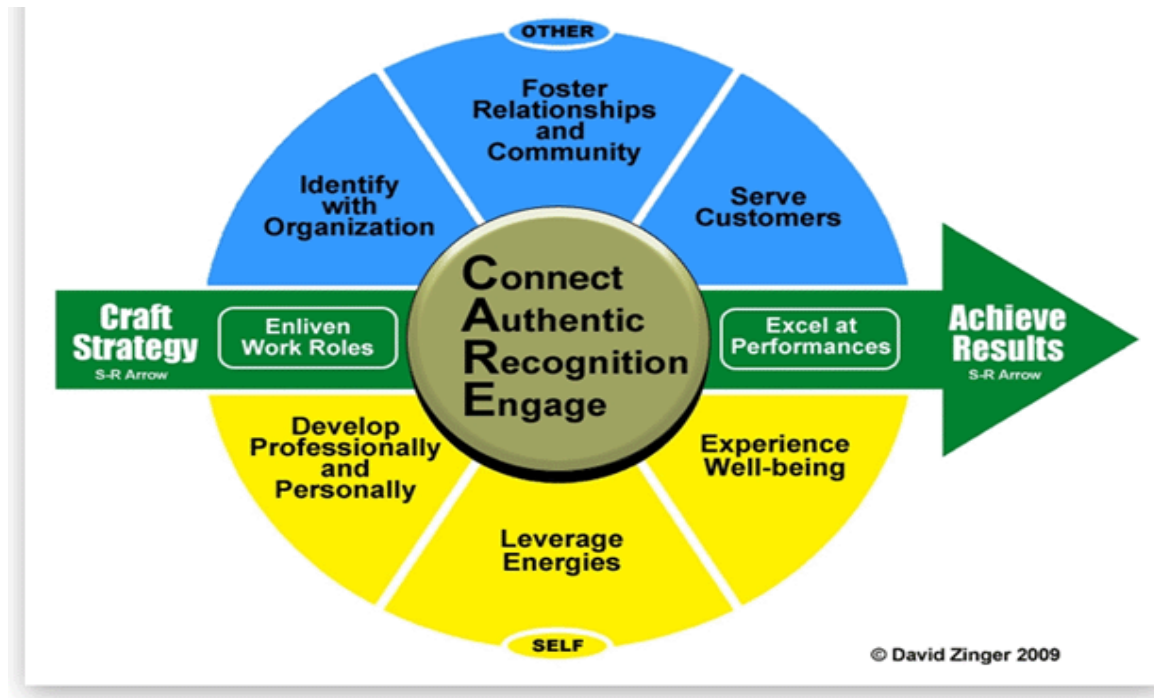
- **Positive effect of employee engagement:**

1. Improved productivity
2. Increased work place environment
3. Increased customers satisfaction
4. Better employee retention
5. Healthier personal lives

- **Negative effects of employee engagement:**

1. Increase work/family interference and health problems due to lack time.
2. Less information sharing, unethical behaviour due to high identification with the job.
3. Job dissatisfaction and lack of motivation.

The Zingers Model



The Zingers Model boosts productivity and job satisfaction by engaging employees. Engaged employees stay longer, are more productive, and create a positive work environment. The Zingers Model has 3 components: Purpose, Connection, and Growth. Purpose is about how work contributes to company's goals. Connection is about feeling valued and belonging. Growth is for personal/professional development. The model can create an engaged culture benefiting both employees and employers.

Implementing the Zingers Model

To implement the Zingers model, assess current employee engagement by conducting surveys and collecting data to identify areas for improvement.

Involve employees for implementing the Zingers model. Encourage idea sharing and feedback to improve engagement and identify the best strategies for your organization.



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