

How to engage employees
throughout the employee lifecycle

_____ PRD _____

Student Name

_____ Eiman Hussien _____

Student ID number

_____ 2108411 _____

Personnel Resourcing and Development
BMIH5005

Lecturer

_____ Kathryn Roberts _____

How to engage employees

throughout the employee lifecycle

The engagement of employees and their participation in an organization is extremely essential during and throughout their employee lifecycle. This will shape and create their layout in the organization and help develop the status that they will hold within the organization. An employee lifecycle is extremely essential as it determines the successful of one in that organization.

Encouraging an employee to work his hardest and to achieve the highest standards will ensure that that organization should benefit as well as employees' standards will rise which will make him a permanent asset for the organization. This is much more beneficial for the organization rather than looking at it as a short-term employment which will increase the employee's life cycle at the organization. (Armstrong et al, 2010)

The employee's life cycle is of extreme importance in the organization. It is with the employee's dedication and long-life cycle that the organization will grow and produce excellent outcome and achieve more production as well as that it will have and maintain a very strong turnover, this strong turnover enables the company or organization to build its reputation and have long term strategies as well as it will gain more experience in the recruiting field therefore it will become more approachable from external employees wanting to join. Armstrong, M. and Taylor, S. (2020)

We can say that the employee engagement in an organization will increase staff members qualities towards each other and towards the organization, these qualities include great attitude towards each other within the business place as well as in society, it will also increase the gratitude towards the company as they will feel the high bound with organization which leads to loyalty and long-term commitment. Armstrong, M. and Taylor, S. (2020)

Employees which are known to have these very strong communication and great bonds with the organization are expected to have the highest ethics and respect towards their workplace. This is as well reflected back from the organization towards the employees as a give back gratitude and as reward and appreciation towards their loyal and honest staff.

Now a days employee engagement is much higher than before. Employers have noticed the more the employees are engaged within the organization the more the organization will benefit and grow. This as well will lead to long term employment and long life turn over within the organization's lifetime. As a result, employees' performance will go higher, and business standers will rise as well, which then leads to stronger and more powerful organizations. Matthews, G. (2018)

The more the organization decreases the amount of turn over the more it saves money and time wasted in training and preparing new recruits.

The higher the turn overs is in the organization the more money and time are wasted, as well maybe lead to good talents have to leave the company which is not in the companies favour. Kahn (1990: 894)

When a new employee is recruited, he/she will be evaluated and will be assigned to a certain role. In this role they will be asked to perform a number of activities and duties, this will enable the organization to evaluate their abilities and their standards, this period is known as the 'probation period' it differs from one organization to another. Depending on the e sensitivity of the role and the duties relied with it, so this period could go from 3 months up to 6 months. In this period the employee will be assed for their performance as well as their behavioural attitude and qualities and contribution towards fellow workers. At the end of the probation period the employee will again be assed and will have an honest interview and feedback with the HR, this interview will benefit both the employee and the organization, in which it allows both parties to have a closer and a more in depth look at what to expect from one another after being committed to the organization. (Aguinis and Pierce 2008).

Therefore, once the employee is recruited the company will want to have a long-term relationship with the employee as to avoid high turn over which leads to spending more money on training on new recruits and even more time wasted from the organizations time which should have been used in more production. (Branham 2005: 3)

Emotional intellect is a mixture of skills and capabilities such as self-awareness, self-control, empathy and sensitivity regarding others' emotions and reacts. It also includes several interactive skills that are involved in proficiency on the contexts. Gentry W, Weber T, Sadri G (2007)

The organization is the body responsible for putting together all the forces within the workplace. It is in charge of brining together the jobs and tasks into harmony which will allow the organization to run smoothly. It is also held accountable for explaining and laying out procedures for employees to follow and understand, as a result of that the employees within the organization will work together efficiently and productively. An organization as well is responsible for fulfilling a healthy and strong environment which will lead to a stronger bond between its employees. An organization is also held accountable for laying out and representing the overall organization chart in order to be followed by all staff members to ensure discipline and transparency within the workplace.

Measuring individuals' performance and behaviour is the organizations responsibility. This aims to study the individuals well as the group's behaviour and by this study the organization will be able to analyse the behaviour, attitude and well being of the staff, which will lead to a steady, healthy and more manageable organization. This process is called 'Behavioural Study'. Huczynski and Buchanan (2007: 843)

One of the major and most important things an employee should feel and have at the workplace is Motivation. Motivation is one of the lead things that encourages the employee to stay at a certain organization and give their extreme full effort and go that extra mile in work. Employees need to feel motivated and feel appreciated in the job environment, this will for sure increase their ability to work and produce more in

the workplace. Motivation is the key to which employees will get to fulfil their goals, their needs as individuals and to satisfy themselves as workers, when an employee is satisfied and motivated enough from the organization this will definitely ensure more loyalty to the organization and more security and satisfaction towards the employee. Locke and Latham (2004: 388)

The more the employees' job is important the more they feel motivated and important in the workplace. This will boost up their self-confidence and make them want to work harder and achieve more in the workplace. It also gives them the opportunity to enhance their skills in order to maintain this standard or to even achieve more stages up the ladder.

Human Resource is in charge of managing the organization's yearly performance review for staff and employees. Human resources have the ability and the needed tools and methods to determine an employee's place and determination towards the organization. This is completed by assisting the employee's overall performance during the year and assessing how much effort and hard work have that employee dedicated towards his assigned jobs and duties. HR also have to power to reward and promote those employees who have showed hard work and dedication in their jobs, as these promotions will increase the motivation within employees to push them towards even more a better performances which is favour of the organization. KIRKPATRICK. (2006)

Employee life cycle can take employee engagement within the organization through several stages, these stages lead to better and more productive organizations. Doing so will allow the organization to better understand its employees. One of the first and most important stage is the attraction stage, which in this stage the organization will begin to attract dedicated and hard-working employees to come and join the organization. Having a strong and reliable staff will strengthen the employee's lifecycle within the organization, which will lead to a stronger, bigger and more productive with huge growth organization. This stage usually happens when there is a there is an opening position within the organization, this is known as 'employer brand' where the organization will show and put out front all of its offers, employee growth promises and of course the financial factor for the employee. This is to attract

and make the employee more desiring to come join and work at the specific organization and to reflect how this place is the perfect organization to join and that it will fulfil your need. All of these are very important keys in which the organization must reflect for the employee in order to attract them and offer attractive benefits and compensations.

The recruitment stage is where the organization hunts for new employers and look for the ones with the best job experiences and the best talents to carry out the duties and job required. In this stage organization must ask for recommendations from previous employers as well as checking the employment history and background regarding the employee to be recruited. This is when the organization is opening a position to be filled. Brown. (2011)

The next and third phase of the employee life cycle is the employee onboarding phase. This s when the organization has already employed a new hire, at this stage the organization will put the new employee through assessments and make sure that all his qualities and abilities are up to the organizations required standards. It is also vital to make sure that this employee is fit and qualified for the assigned position. Also the organization will keep a close eye on personal behaviour and make sure that this new employee gets along just fine with other employees to ensure that the organization runs as quit and smooth as possible and in good harmony

Next is the employee life cycle model where the employee's development is required. During this time the organization will start to encourage skilled and hardworking employees to improve even more and get to more attached within the team. Which will help both sides to improve and have a more fruitful career path.

In order to help enhance the professional development phase of your employee life cycle model, you must include promoting external knowledge, considering experience and talents together, inspire your team members to be accountable towards their own improvement, reward staffs who acquire more in their own time.

In this phase, which is employee retention phase, you as an organization are required to maintain your leading employees which are in the higher roles and make

sure that they are well taken care of and that they are content and happy. This is because it is when they are well situated in the job, are happy, well served and content, that is when they will provide the highest standards and produce high level of production for the organization which is your extreme priority as an organization manager or establisher.

In order to ensure that you are keeping your key employees and investing in their lifecycle, you must recruit the appropriate individuals, make sure that you have excellent connections within your team members and definitely make a clear and strong connection between the organization and the teams objective goals. Also, another important thing is to always evaluate and inspire your team as well as having honest and open employees' feedback.

The final phase of the employee lifecycle is the separation phase. This is the phase where the employee's lifecycle is coming to an end with the organization, it is a very important phase, this separation could be due to a number of factors such as new employment elsewhere, personal reasons or simply it is retirement time. In any of these cases it is crucial that the organization conducts an interview, where in this interview the organization will take a closer look and identify exactly why the employee is leaving. The responsible body will carry an open and very honest discussion with the exiting employee which is known as 'exit interview', this interview must be very honest and transparent and interviewer will ask for honest feedback as this feedback will have a huge impact towards the organization, as organization will benefit from these points and suggestions in order to better suit the working environment for the remaining staff and improving their lifecycle within the organization. SpringHR (2020).

There are also some important issues to work on and try to minimize its effect when unexpected major employee exits the organization, such as understanding the real reasons and ask for very honest feedback, and finally stay positive, optimistic and always encourage remain staff to keep looking ahead. Davis (2020)

As a conclusion we may say that an employee life cycle model is one of the best ways to envision and plan for each phase of an employee's connections with your organization, which provides you with the understanding required to make each phase of their period spent with your organization as fruitful as possible. As well with concentrating on accomplishing the best you can at each phase, you are much more expected to attract and maintain a wonderful team.

References:

Aguinis, H. and Pierce, C. (2008) 'Enhancing the relevance of organisational behaviour by embracing performance management research', *Journal of Organisational Behaviour*, Vol. 29, pp. 139–45.

Armstrong, M, Brown, D and Reilly, P (2010) *Evidencebased Reward Management*, London, Kogan Page

Armstrong, M. and Taylor, S. (2020) *Armstrong's handbook of human resource management practice*. 15th edition. London, United Kingdom ;; KoganPage.

Branham, L. (2005) *The Seven Hidden Reasons Employees Leave*. New York: The American Management Association.

De Waal, André (2014) *The employee survey: benefits, problems in practice, and the relation with the high performance organization* KIRKPATRICK. (2006). *Improving Employee Performance Through Appraisal and Coaching* (2nd ed.). AMACOM.

Gentry, W.A., Weber, T.J. and Sadri, G., 2007, April. Empathy in the workplace: A tool for effective leadership. In *Annual Conference of the Society of Industrial Organizational Psychology*, New York, NY, April.

Geoffrey_Matthews (2018), "Employee engagement: what's your strategy?", *Strategic HR Review*, Vol. 17 No. 3, pp. 150-154. <https://doi.org/10.1108/SHR-03-2018-0025>

Huczynski, A A and Buchanan, D A (2007) *Organizational Behaviour*, 6th edition, Harlow, FT Pitman Hall

James D. (2020) *How One HR Professional Encourages Honest Exit Interviews and Tackles Turnover*. In Northern Exposure [online]. Newstex. (available at: https://librarysearch.uwtsd.ac.uk/discovery/fulldisplay?docid=cdi_proquest_miscellaneous_2354626615&context=PC&vid=44WHELF_UWTSD:44WHELF_UWTSD_VU1&lang=en&search_scope=MyInst_and_CI&adaptor=Primo%20Central&tab=Everything&query=any,contains,hr%20exit%20interview&offset=0) (Accessed on 24 October 2022)

Jane Newell Brown (2011). *The complete guide to recruitment a step-by-step approach to selecting, assessing and hiring the right people* (1st ed.). Kogan Page. Available at: https://librarysearch.uwtsd.ac.uk/discovery/fulldisplay?docid=alma99100107595502421&context=L&vid=44WHELF_UWTSD:44WHELF_UWTSD_VU1&lang=en&search_scope=MyInst_and_CI&adaptor=Local%20Search%20Engine&tab=Everything&query=any,contains,employee%20recruitment%20stage&offset=0 (Accessed: 24: October 2022)

Kahn, W A (1990) Psychological conditions of personal engagement and disengagement at work, *Academy of Management Journal*, 33 (4), pp 692–724

Locke, E A and Latham, G (2004) What should we do about motivation theory? Six recommendations for the twenty-first century, *Academy of Management Review*, 29 (3), pp 398–403

SpringHR (2020) *The 6 Stages of the Employee Life Cycle* Available at: <https://sprigghr.com/blog/360-degree-continuous-feedback/the-6-stages-of-the-employee-life-cycle/> (accessed 24 October 2022)

Torrington, D, Hall, L, Atkinson, C, & Taylor, S 2020, Human Resource Management PDF EBook, Pearson Education, Limited, Harlow. Available from: ProQuest Ebook Central.

William A. Gentry, Todd J. Weber, and Golnaz Sadri (2016) 'Empathy in the Workplace A Tool for Effective Leadership' *WHITE PAPER* (the Society of Industrial Organizational Psychology Conference, New York, New York, April 2007.) Available at: https://scholar.google.co.uk/scholar?q=emotional+intelligence+and+empathy+in+the+workplace&hl=en&as_sdt=0&as_vis=1&oi=scholar