

How to engage employees throughout the employee lifecycle

Student name: Cristina Paulina Mitu

Student number: 2120015

Module: BMIH5005

Lecturer: Kathryn Roberts

According to Kevin Kruse, CEO of LEA, and author of “Great Leaders Have No Rules”, employee engagement is not similar to employee satisfaction or happiness, “Employee engagement is the emotional commitment the employee has to the organisation and its goals” (Kruse, 2022).

Better business outcomes result from engaged employees. Companies with engaged employees have 6% higher net profit margins, are stipulated in Towers Perrin Research (Marq, 2023). Also, along many other definitions of employee engagement, Tim Smith explained the “Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job” (Smith, 2022).

The earnings, culture, and employee turnover of a company can all be significantly impacted by engaged employees. More than 90% of managers, according to a study by Harvard Business Review, think that employee engagement has a direct impact on employee performance, success, and outcome. Based on the level of engagement, there are three types of employee engagement: actively engaged, not engaged, and actively disengaged (Patel, 2022).

Actively engaged employees will do their jobs with enthusiasm and they are fully committed to their objectives of the organisation. Employees who are actively involved in their work promote happiness in the workplace, function as brand ambassador, and are rarely interrupted by distractions (Patel, 2022). They also act as motivation forces when things are difficult or in time of distress. To reward their consistency, the organisation must appreciate and reward their contribution (Tenney, 2022).

Unfortunately, a significant part of the organisation’s staff can be made up of disengaged employees. They are detached, rarely express emotion, whether joyful or unhappy, and might not appear interested in anything else happening in the business. For these employees, the company needs to understand how to encourage, inspire and make them feel valued. To encourage them, maximize their

potential for the growth of the business as well as their employees by assisting them in seeing beyond each task (Patel, 2022).

Actively disengaged employees are the most dissatisfied employees, they might disseminate negatively incite, discontent, and motivate others to give up on their tasks. They underperform, and they may dislike others with better performance than them, because they lack the motivation to do so (Patel, 2022).

Regarding to employee engagement types, we also can find cognitive, emotional, and physical engagement. If an employee is cognitively engaged, they are committed to do their job. When they are emotionally engaged, they have a personal emotional bond with their work and when they are physically engaged, they invest in their work (Tenney, 2022).

Employee engagement goes beyond merely ensuring a company's survival or maximizing profits, it involves making sure the employees are happy and fulfilled. There are different employee engagement theories that offer different tactics and advantages: Maslow Model, Zinger model, Gallup model, Khan model, or IES model of engagement (Leapsome, 2023).

According to Maslow's hierarchy, an employee must have the basic requirements such as their income and working conditions covered before moving onto the higher-level ones, as feeling like a vital part of the business. Increased employee engagement also results in higher employee retention and lower staff issues, which lowers the cost of hiring new employees and providing them with training (Dolan, 2022).

The care for employees' wellbeing is mandatory and essential in their engagement at work. It is demonstrated that working is better for health than being out of work. A safe and secure job with acceptable working hours, with supportive management and possibility for training and growth will keep employees engaged and motivated. From the business' perspective, the advantage over wealthy workforce is obvious.

Employees who are in good health are more efficient, engaged, have fewer sick days, and they are less likely to quit the job. An unhealthy work force has a negative effect on the company, the wellbeing is a requirement for the employee to feel engaged, happy, comfortable, and healthy (Tenney, 2022).

Workplace wellbeing, employee recognition, employee retention and overall organisational success are clearly linked. Employees who believe their company does not look for their wellbeing are more inclined to think about leaving (Lahey, 2016).

In Armstrong's Handbook of Human Resource Management Practice we can find human resource management defined by Boxall and Purcell (2003) as: "all those activities associated with the management of employment relationship in the firm", where also Boxall (2007:13) mentioned that "Human resources include the knowledge, skills, networks, and energies of people and, underpinning them, their physical and emotional health, intellectual capabilities, personalities, and motivations" (Armstrong, 2020).

Human resource management (HRM) in any organisation is a fundamental activity where human beings are employed; it is an unavoidable consequence of establishing and growing an organisation. HRM has the role of not only solving employees' problems, but it can be an ideology or number of theories regarding the way people are managed at work, it will set moral values in the way people should be treated at work, to engage employees in their day-by-day tasks, and it has the role of maximizing organisational effectiveness of people (Kenton, 2023).

Human resources are the part of organisations that finds, protects, recruits and trains job applicants; it handles benefits and compensations for employees, it keeps up-to-date laws that have an impact on businesses and their employees. In any organisation must be 2-way dialogues and engagement between HR and employees, where to build a company culture is essential, where people are united, and share the same goals, values, and missions. Inspiring employees to share their concerns

and to report a situation and issue gives the guarantee that problems can be solved instead of sliding into a damaging situation (Torrington, Atkinson, Taylor, 2020).

Some of HR activities are recognising achievements; sharing failures and successes, listening to concerns and asking for feedback; communicating decisions, new policies, goals; training and looking for wellbeing: engaging employees to make the best of their jobs (Gov.UK, 2019).

There are 3 types of organisations we should look at: private sector, public sector, third sector. Private sector is run by persons and companies and is that part of economy that is not state controlled (Lutkevich, 2022) Public sector is entirely a government-controlled organisation; and the third sector includes charities and community groups, social enterprises (Wegrich, 2022). In all these types of organisations, HR has the role to engage and supervise employees in delivering the best outcome to the business, to motivate employees to achieve companies, goals, to help and protect employees along their journey in the company (Kenton, 2022).

The employee lifecycle, from an organisation's perspective looks like this: attract, recruit, onboard, develop, retain, offboard. An employee's perspective of lifecycle is different, as the employee has personal plans, goals, dreams. Organisation needs to understand that every employee sees the company as the important stage towards achieving all those personal goals. HR departments know that people will inevitably come and leave at some point. But to spend time learning about the candidates (employees) personal objectives during the hiring process is paramount. HR department will ensure that employees will be consistent with the organisation's objectives, and like any relationship, HR department will concentrate on the goal of the union and how to make the time employees spend at work as fulfilling as possible (Newell, 2019).

Looking at the employee lifecycle, attract is the step where the organisation is focussed on being ready to recruit people to fill particular positions. Recruiting stage is about finding the perfect person that fits into that job. No mistakes are to be made, otherwise the company will be negatively affected. Onboard stage focusses to fully

integrate newly hired employees into the business which also leads to employee retention. This step is not just about ordering an office and tools to work, it is when the expectations of the employees as team members are made clear to them (Leung, 2022).

Develop stage is where many businesses fall short, leaving most employees to try and figure out how to grow personally to be productive. If a company wants to properly develop and engage its employees, it will focus on how each employee may be a part of the whole and contribute to the success of the entire business. It is crucial to collaborate with employees when developing a plan that meets both the companies and their needs. By assisting staff members in acquiring new knowledge and experience throughout training, so they can assure increasingly prominent responsibilities within the companies, emphasise the value of leadership development (Newell, 2019).

Retain is the primordial stage where the companies' openness is the only factor that inspires company loyalty and trust. Open policies, periodic meetings at the workplace are excellent strategies to keep employees open about strategic goals. Flexibility is a key factor to retain employees. Giving the employees the freedom to work the way they choose can help encourage trust and fidelity among them. Flexible hours arrangements will boost employees' engagement and productivity and keep employees' retention (Mizne, 2022).

Without asking, a company cannot know what is effective. To ask employees for opinions about what the company is doing well and where improvement can be done will make the employees feel engaged. Their insightful criticism can help the company identify areas where more energy should be focussed. 28% of organisations believe that a major reason employees leave is lack of transparency and communication about internal communication (Mizne, 2022).

Offboarding is the process that occurs separation between a company and employee through resignation, retirement, or termination. It will encompass all the processes and decisions that happen when an employee leaves. Although it is never simple,

managing employee transitions is a crucial investment for organisations as employee turnover is inevitable (Newell, 2019).

A big challenge any company can face is to integrate and value all generations of employees. In this situation there must be created a Flexible Benefits Plan by appealing to the unique demands of each age. For instance, a lot of generation Y are motivated by the potential of technology to improve work-life balance, to give them the independence they wish for, or provide mobile devices along with simple remote access. Training opportunities may be more appealing to older employees, since they may be more interested in remaining current and requiring new skills for technology (Jeanis, 2019).

To keep all generations engaged, there must also be a management that connects its generation, as different generations react to authority in diverse ways. Younger generations prefer a less direct approach, while older generations are stiped in a higher respect for and understanding an authority. Also, the younger generations depend on helpful criticism to assist them, overcome any difficulties they may be facing to make them feel engaged. Only observing each generation of employee's style and utilising it for the finest result is the most required (Jeanis, 2019).

Human Resource Management needs to keep an open mind to innovative ideas, to uphold high employee engagement, is a HR management strategy to improve the effectiveness and efficiency of different generations of employees, it is essential to be open or knowing everyone's requirements, challenges, and capabilities (Boatman, 2022).

With five generations working together in several sectors and industries, by 2024, there are projected to be 25% of employees over the age of fisty-five, a significant increase from 12% in 1994 (Jeanis, 2019).

Those five generations are: Traditionalists, Baby Boomers, Generation X, Generation Y, Generation Z. challenges for HMR will arise from this wide range of ages, experiences, values, and job ethics. The solution is to create plans and rewards to

engage employees to work together, regardless of their birth year, by knowing each generation's demands, aspirations, and work philosophies (Jeanis, 2019).

If an organisation has a mix of ages, to consider formalising a culture that incorporates business, communications, plans, is essential to retain and engage an employee. According to the results of "Business Pulse Survey on Hiring and Retention" to improve the communications and culture is the best method for keeping current employees. The same survey underlines that 65% of small business owners said it was simple to retain staff when asked to explain their current experience with doing so (The Alternative Board, 2023).

As a conclusion, when Human Resource Management overviews all the phases of the employee's lifecycle, the engagement level will rise by organising policies and methods to remove issues from the employee's path, when they transit formal touchpoint to a different one. Simply said, an engaged employee who puts up extra effort and innovative ideas is the aim of any Human Resources department to achieve as planned (Boatman, 2022).

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