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EMPLOYEE ENGAGEMENT

Executive Summary

The main purpose of this report is to research and find ways to improve employee engagement in a company. It was revealed that company values and purpose, employees wellbeing, employee-manager relationship, learning and development opportunities, availability of essential resources, co-workers relationship, effective communication and employees' perks and recognition are the main drivers of employee engagement. Company must measure employee engagement within the company using diagnostic tools such as employee surveys, HR software, social media, exit interviews and the employee life cycle. While designing Employee Value Proposition, the company must consider aspects such as offering professional development opportunities, creating a decent reward package, focusing on employee engagement and aligning organisational culture.

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Employee Engagement

Employee engagement is a concept that shows the degree of dedication and how employees feel about their job. According to Carter (2018), engaged workers care about their performance

and the company's productivity and feel that their hard work can make a difference. Kang (2017) states that employee engagement directly affects a company's productivity and, subsequently, business earnings. Organisations with greater engagement levels experienced 20% less absenteeism, 26% less staff turnover and 15% greater productivity rate (Smith, 2017). Hence, this report will review the drivers and concepts of employee engagement; to assess the diagnostic tools to evaluate employee engagement; and to build an employee value proposition according to the concepts and analysis previously presented, and ways to increase degree of employee engagement.

Concepts and Drivers of Employee Engagement

The company has taken effective measures such as flexible working time, working from home, restructuring roles/job design and making the company "Covid-19 safe", but a fresh look at the company's employee engagement strategy would ensure its compatibility and flexibility to fulfil new demands. Following are the drivers of employee engagement that must be fine-tuned to fulfil the demands of employees who are office-based and those who are working from home.

1. Company Values and Purpose

According to Lemon (2018), an alignment between a company's work and its core values creates satisfaction, a sense of fulfilment and happiness in the workforce, which eventually leads to employee engagement. O'Connor (2019) states that 80% of employees feel engaged because of a company's alignment with the company values. Hence, to raise the level of employee engagement, it is recommended that the company must convey a concise message in its communications and goal setting practices that the workforce and future hires can relate to.

2. Physical and mental wellbeing

According to Lee (2020), in 2019, 60% of the employers reported an increase in staff's mental health conditions and 37% of them reported a rise in stress-related sick days. Excessive workload is a major reason for stress at the workplace. Since a large population of employees is

finding it difficult to balance their personal and working lives, employers must make sure that the staff are not overworked (Burton, 2017). Perhaps, the company must take inspiration from the new French law that makes the companies mention the number of hours employees must not check emails. This gives the 'freedom to disconnect' and is an effective way the company can take responsibility for its employees.

3. Employee-manager relationship

An employee's relationship with his line manager has a huge impact on the employee's performance, satisfaction, and willingness to do his work (Mone, 2018). A positive employeemanager relationship is crucial for employee success. A manager who takes care of employees' needs is possibly one of the most valuable employee engagement drivers.

4. Learning and development

According to Veleva (2017), employees grow when they are presented with new learning experiences and challenges. The company must ensure that its employees are on their career path, and they must be given opportunities for professional growth. Those employees who get the opportunity to learn are more motivated to grow.

5. Providing Essential Resources

An essential aspect - which is mostly overlooked - is to ensure that each employee has the required resources to do his job (Albrecht, 2020). Training, technology, and capacity are a few of such factors. Investing money in the right direction can greatly improve profits, time management, and overall employee engagement. Not all employees have the same requirements, but it is important to fulfil their needs and provide essential resources for them to work effectively.

6. Co-worker relationships

Employee engagement levels increase by up to 50% when employees build close relationships with co-workers (Milliman, 2018). Most of the employees prefer to make friends with their direct team members, but it is the company's responsibility to develop a positive culture. Creating a favourable, social environment must undoubtedly be a crucial aspect of employee engagement strategy for the company.

7. Effective Communication

Regular and effective communication is important not only for the managers but also for the senior leadership (Young, 2018). When the workforce is regularly updated about what is happening in the company, its productivity and individual performances, employees are more likely to feel engaged and valued in their roles.

8. Perks and Recognition

Although salary is a major consideration for most workers, recognition and the privileges of the job are just as important. Many companies are now investing in employee perks such as free holidays, local discounts for healthcare, and cash awards to acknowledge those who have shown extraordinary performance. 'Employee of the Month' would be a great way to start, but the company could also implement point-based systems where employees can thank one another or receive shoutouts from senior leadership as a basic component of the company's HR practice. After making a change for the company's betterment, it is suggested to track the substantial benefits of the company's investment by using diagnostic tools to measure employee engagement.

Diagnostic Tools to Measure Employee Engagement

Remote working is presenting a great challenge for companies' internal matters and communications (Veleva, 2017). Burnett (2019) states that employee engagement is not only crucial for making employees happy, but there is a huge commercial benefit in taking care of the employees. Employees are the ambassadors and advocates for a company. A study by Shin (2018)

revealed that only 13% of the employees are truly engaged, implying that the rest are either actively disengaged or not fully engaged. This is alarming because employee engagement has a direct impact on a company's productivity and performance. Following can be used as diagnostic tools for measuring levels of employee engagement within the company.

1) Employee surveys

Surveys are the most popular tool for getting employees' feedback (Shin, 2018). The most beneficial surveys are anonymously filled out and submitted to the company, which improves rates of participation and allows for more credible responses from employees. Using an autonomous application (e.g. Survey Monkey) can also boost employees' satisfaction by knowing that they can express their feeling without any fear of retaliation. Managers can get an idea of their workforce engagement level by including survey questions like:

- Is there any clear link between your role and the company objectives?
- Do you feel satisfied with the culture of your workplace?
- Are you motivated to show your best effort at the workplace each day?

Efforts like this would promote employees' empowerment while improving overall engagement with the work. A good survey would help the company understand employees' work relationships, opinions, motivation, and job satisfaction level. For instance, some employees are motivated by work/life balance; whereas, some prefer professional growth or monetary incentives.

2) HR software

Conducting surveys amongst the workforce a few times over a year is an acceptable way to start, but the problem is that surveys do not give instant, holistic or ongoing feedback (O'Connor & Crowley-Henry, 2019). For this reason, many companies are using periodic surveys with the

most advanced software programs that can track and analyse employee engagement frequently throughout the year.

The most current HR platforms provide a way to obtain employee feedback and assess their satisfaction while also enabling companies to manage employees and their details by saving survey outcomes in one place. Performance management software is important for promoting (and saving!) more frequent feedback and conversations between employees and managers. Using HR software will ensure that everyone in the company is satisfied, on track and happy to work with one another to achieve individual and company-wide objectives.

3) Social media

The popularity of Social media has provided employers with a powerful tool for gathering employees' opinions by overseeing Glassdoor reviews and ratings. The company can use its internal social media network, which enables employees to engage in conversations and post their useful ideas. Therefore, using social media as a diagnostic tool to measure Employee Engagement will allow managers to know their teams' opinions and get the awareness of the overall company culture.

4) Exit interviews

It is important to ask the right questions using a well-developed engagement survey, but it is more important to ask the most relevant questions as to why the workforce, especially key performers, decide to leave the company (Smith & Bititci, 2017). This will help recognise areas that need improvement to hire and keep the most promising, fully engaged, highly effective employees. Therefore, it is suggested to conduct an exit interview during the final week of an employee and to conduct a follow-up phone interview after nearly one month of their resignation.

5. Using The Employees Lifecycle

Employees' life cycle refers to the stages employees pass through during their employment in a company (Mone & London, 2018). The life cycle of an employee begins from the time he is recruited by the company, followed by his performance management, professional development, retention, and ends with off-boarding. All through these stages of an employee's career, the company can frequently gather employee feedback and create employee engagement strategies to strengthen the value proposition of the company image and culture.

By modifying just a few of the above diagnostic tools, it can be ensured to measure employee engagement levels. It would be a great initiative to improve employees' day to day performance and empower an engaged workforce.

Employee Value Proposition

An effective Employee Value Proposition (EVP) will benefit the company by improving skilled workforce engagement, satisfaction and productivity (Rounak, 2020). As a result, the employees will act as brand ambassadors and help build the right image of the company. There are certain aspects the company must consider to create a successful EVP:

1. Offering Professional Development and New Opportunities

The company needs to trust its employees and give them the opportunities to show advancement (Smith & Bititci, 2017). The company must empower employees by offering them stipends for education, new, and try new roles and responsibilities. Providing easy access to learning platforms where employees can improve their professional skills across a broad range of topics is useful for supporting employees' professional development. Also, the employees must be rewarded for their efforts. One more significant aspect is flexibility. When the employees have more access to flexible working arrangements, they show greater job satisfaction and loyalty to their current company.

2. Focusing on Employee Engagement

It is reported that 87% of engaged employees show trust in their managers (Kang, 2017). For improving employee engagement, a manager needs to create a confidential and trusting environment where each employee can talk comfortably and freely. The company must also ensure that each employee is clear about his duties within the company so he can work with clear objectives and confidence.

3. Creating a Decent Rewards Package

Rewards do not always refer to wages. Employees can be awarded through benefits like leisure activities, cash awards, and other soft perks. When an EVP is mixed with other strategies, it creates an accurate balance that motivates, challenges, and rewards good employees. An inclusive blend of acknowledgement platforms is needed to make sure that no one goes unnoticed.

4. Aligning Organizational Culture

Creating a positive culture is important for connecting with the employees (Young, 2018). A valuable EVP must align with the company's mission, values, vision, and corporate social responsibility. Since each manager has a different management style, the company must invest in training its leaders to ensure that the employees are looked after in positive workplace culture. Ensuring a diverse and inclusive and arranging regular get-togethers are some of the steps that can be taken to facilitate a supportive, sociable organisational culture. By applying the above EVP, the company will experience an improvement in staff turnover, productivity and job satisfaction, leading to an increased employee engagement.

Conclusion

This report provides significant details of the concept that employee engagement can result in better performance and wellbeing of employees (Cooke, 2019). Although the company has not yet measured employee engagement, after the current pandemic and the new strategies to work that have been used by the organisation, the company must review its current employee

engagement policy and acquire the most effective drivers, diagnostic tools and employee value proposition from the notions previously covered to boost the levels of engagement.

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