

HRM 709

Strategic  
Human Resource  
Management

**HRM-709**

**EMPLOYEE**

**ENGAGEMENT STRATEGY**

**(Pp. 140-148)**

# Employee Engagement

Engaged Employees have a positive attitude about work.

Employee engagement is defined as the degree to which employees feel responsible for:

- their job at their workplaces,
- how committed they are to the organization,
- how much efforts they put voluntarily to make sure the tasks in hand are well done.

# Employee Engagement

Disengaged employees, on the other hand, have a glass-half-empty attitude about every aspect of their employment.

Strategy that encompasses opposites focuses on

☐ recognition,

☐ motivation

☐ relationship building

# Employee Engagement

*“The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives.”*

# Employee Engagement

Employee engagement is a key business driver for organizational success.

High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value.

# Employee Engagement

A complex concept, engagement is influenced by many factors—

- ✓ Workplace Culture
- ✓ Organizational Communication
- ✓ Managerial Styles
- ✓ Trust and Respect
- ✓ Leadership and Company Reputation

# Top Trends Lead to Focus on Employee Engagement

- ❑ Employee-employer relationship evolving
- ❑ Increased demand for work/life balance.
- ❑ HR's greater role in promoting the link between employee performance and its impact on business goals.
- ❑ Increasing focus on selective retention for keeping mission-critical talent.

# **Top Trends Lead to Focus on Employee Engagement**

- ❑ Work intensification as employers increase productivity with fewer employees and resources.**
- ❑ Acquiring and keeping key talent reemerging as top issues of concern.**
- ❑ Decline in traditional communication methods and increase in cyber communication.**
- ❑ Needs, wants and behaviors of the talent pool driving changes in attraction, selection and retention practices.**

# **Levels of Employee Engagement**

**Engaged employees work with passion and feel a profound/deep connection to their company. They drive innovation and move the organization forward.**

# Levels of Employee Engagement

**Not engaged employees are essentially “checked out.” They’re sleepwalking through their work day, putting time—not energy or passion—into their work.**

# Levels of Employee Engagement

**Actively disengaged employees aren't just unhappy at work: they're busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.**

# Elements of Employee Engagement

## Trait Engagement

(Positive views of life and work)

Proactive Personality

Autotelic Personality

Trait Positive Affect

Conscientiousness

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## State Engagement

(Feelings of energy, absorption)

Satisfaction (Affective)

Involvement

Commitment

Empowerment

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## Behavioral Engagement

(Extra-role behavior)

Organizational Citizenship Behavior (OCB)

Proactive/Personal Initiative

Role Expansion

Adaptive

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# Measuring Engagement

1. Pride in employer.
2. Satisfaction with employer.
3. Job satisfaction.
4. Opportunity to perform well at challenging work.
5. Recognition and positive feedback for one's contributions.

# Measuring Engagement

- 6. Personal support from one's supervisor.
- 7. Effort above and beyond the minimum.
- 8. Understanding the link between one's job and the organization's mission.
- 9. Prospects for future growth with one's employer.
- 10. Intention to stay with one's employer.

# **strategic actions to strengthen engagement**

- **Clearly and consistently communicate organizational goals and objectives.**
- **Establish policies and practices that promote a workplace culture that stimulates employee engagement.**
- **Align organizational goals to day-to-day work.**

# strategic actions to strengthen engagement

- Maintain an open dialogue among senior management, managers and employees.
- Reward managers whose behavior fosters employee engagement.
- Listen carefully to what employees want and need.
- Provide opportunities and challenges to leverage the respective talents of employees.

# strategic actions to strengthen engagement

- Do a pulse check—are employees engaged? Find out what is working and what is not.
- Hold managers accountable for demonstrating organizational values, development of team members and results.
- Be sure that employees know how they can contribute.
- Genuinely thank employees for their contributions.