

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深深 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)

State Engagement

(Feelings of energy, absorption)

Behavioral Engagement

(Extra-role behavior)

Proactive Personality

Satisfaction (Affective)

Organizational Citizenship Behavior (OCB)

Autotelic Personality

Involvement

Proactive/Personal Initiative

Trait Positive Affect

Commitment

Role Expansion

Conscientiousness

Empowerment

Adaptive

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.