



EMPLOYEE ENGAGEMENT

OR

EMPLOYEE ENCAGEMENT

6 Strategies To Keep Employees Engaged

Davis M. Robinson, PhD, SHRM-CP



Things You Will NOT Hear In This Session

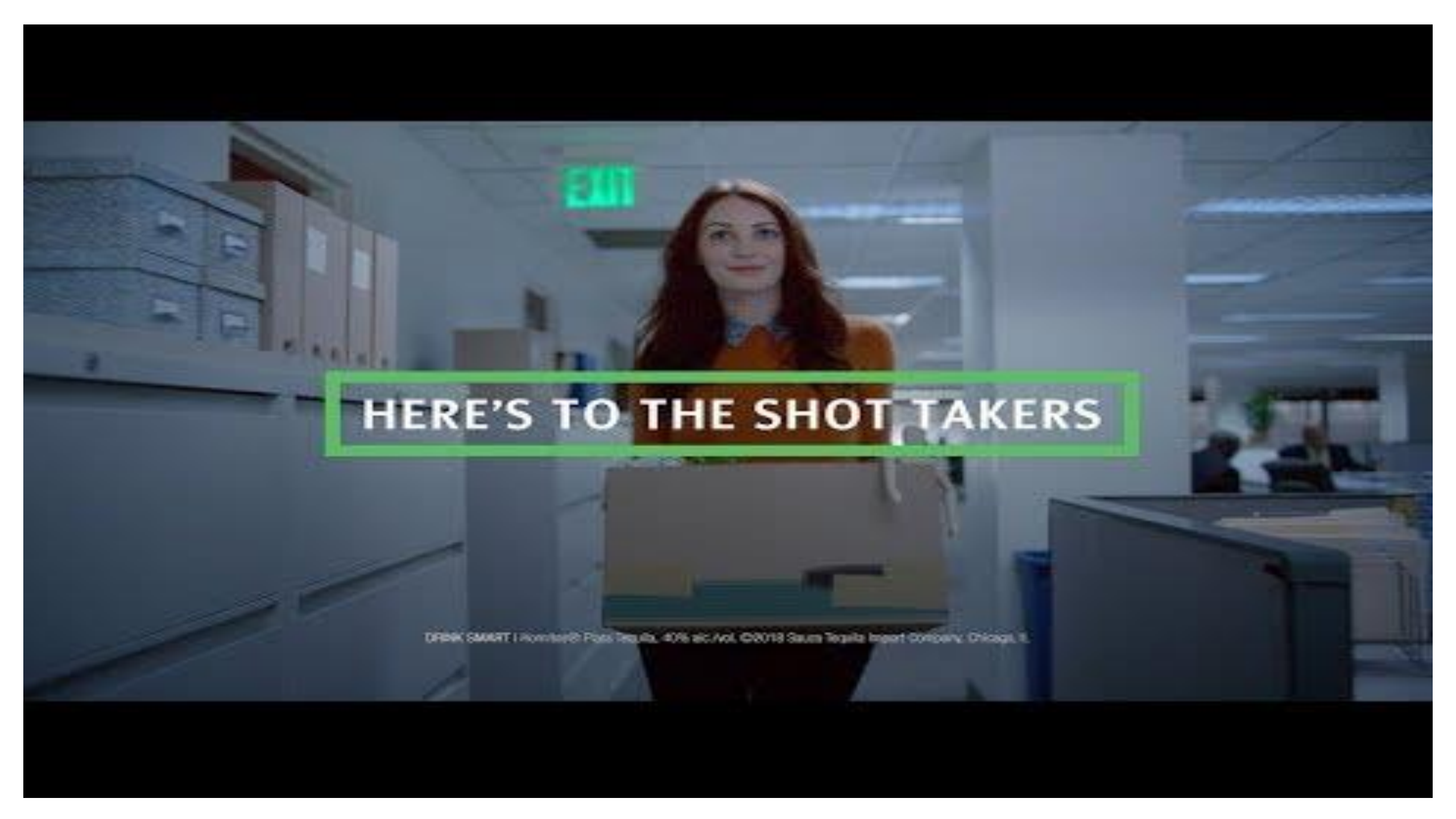
- ✓ COVID
- ✓ New normal
- ✓ Monoclonal Antibodies
- ✓ During these challenging times
- ✓ Pandemic
- ✓ Epidemic
- ✓ Booster shot
- ✓ Moderna
- ✓ Pfizer
- ✓ Dr. Faucci



Food for thought

Are my organization's EE strategies really engagement strategies or strategies to keep employees happy, complacent, satisfied, and keep them from leaving?



A woman with long red hair, wearing an orange sweater, is walking through an office hallway carrying a large cardboard box. The hallway is dimly lit, with a green 'EXIT' sign glowing above her. To the left are rows of filing cabinets, and to the right are office cubicles. The overall mood is professional and determined.

HERE'S TO THE SHOT TAKERS

DRINK SMART | Responsible Use. Pure Tequila, 40% alc./vol. ©2018 Sauer Tequila Import Company, Chicago, IL



Background of Employee Engagement

- Derived from studies that begun in the 1920's concerning morale, or the willingness of persons to accomplish organizational objectives.
- During World War II, U.S. Army researchers studied morale as a predictor of unity of effort and attitudinal battle-readiness.



Background of Employee Engagement

- Eventually, the term "employee engagement" was coined to describe a bundle of characteristics that were associated with high performers.



Why Employee Engagement?

Employee engagement correlates strongly with positive performance outcomes, such as profitability, productivity, sales, safety and retention.



EE by the numbers

- 20% of employees are engaged
 - Females—21%
 - Males—18%
 - <40 years old—18%
 - >40 years old—21%
- 34% (US)
- Low engagement costs \$8.1 trillion (US)
- US companies spend \$100 Billion



Levels of Employee Engagement

- **Engaged:** as the involvement and enthusiasm of employees in their work and workplace
- **Not Engaged:** Psychologically unattached to their work and company
- **Disengaged:** Not just unhappy, they are resentful that their needs aren't being met



Activity to keep y'all engaged

1. Generate a list of the things that your organization is doing to move the Employee Engagement needle.
2. Which has had the greatest impact?
3. Challenges with EE?



Activity to keep y'all engaged

1. The Employee of the month" on a regular basis
 2. TGIF meetings to engage employees
 3. Regular potlucks create a vibrant atmosphere
 4. Encourage employees to take on side projects
 5. Employee work from home
 6. Celebrate milestones
1. Day welcome cards/gifts to new employees
2. Prayer program
3. Volunteering for a cause
4. "Our Day?"
5. Meditation to manage stress
6. Book clubs



What is Employee Engagement?

- Employee engagement is the **connection and commitment** employees exhibit **toward an organization**, leading to higher levels of productive work behaviors. –*SHRM*
- Has a **rational, emotional and motivational connection** with the company.

–*Employee Engagement Network*



What is Employee Engagement?

- Is emotionally and intellectually committed to the organization or group, as measured by three primary behaviors:
 - **Say**: The employee consistently **speaks positively about the organization** to co-workers and to potential employees and customers.
 - **Stay**: The employee has an **intense desire to be a member of the organization**, despite opportunities to work elsewhere.
 - **Strive**: The employee exerts extra effort and exhibits behaviors that **contribute to business success**

– *Hewitt Associates*



What is Employee Engagement?

EE is when workers are highly absorbed in the performance of their work. (Kahn, 1990).



Psychological enablers

- **Meaningfulness:** Does an employee find their work meaningful enough to warrant them engaging their full self?
- **Safety:** Does the employee feel safe bringing their full self to work without risk of negative consequences?
- **Availability:** Does the employee feel mentally and physically able to harness their full self at this particular moment?



What is Employee Engagement?

- Employee engagement is the **connection and commitment** employees exhibit **toward an organization**, leading to higher levels of productive work behaviors. –*SHRM*
- Has a **rational, emotional and motivational connection** with the company.

–*Employee Engagement Network*



What is Employee Engagement?

- Is emotionally and intellectually committed to the organization or group, as measured by three primary behaviors:
 - **Say**: The employee consistently **speaks positively about the organization** to co-workers and to potential employees and customers.
 - **Stay**: The employee has an **intense desire to be a member of the organization**, despite opportunities to work elsewhere.
 - **Strive**: The employee exerts extra effort and exhibits behaviors that **contribute to business success**

– *Hewitt Associates*



Federal Employee Viewpoint Survey—Employee Engagement Index

1. My leaders maintain high standards of honesty and integrity.
2. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?
3. Leaders generate high levels of motivation and commitment in the workforce.
4. Managers communicate the goals and priorities of the organization.
5. I have a high level of respect for my organization's senior leaders.
6. I feel encouraged to come up with new and better ways of doing things.
7. I know what is expected of me on the job.
8. My work gives me a feeling of personal accomplishment.
9. I know how my work relates to the agency's goals and priorities.
10. My talents are used well in the workplace.
11. My supervisor listens to my opinions.
12. My supervisor treats me with respect.
13. I have trust & confidence in my supervisor.
14. How good a job do you feel is being done by your immediate supervisor?
15. Supervisors in my work unit support employee development.

It's not Human Resources fault

- The educational process focuses on Workplace Skills not Individual Talents (natural abilities)
 - *There is not a talent shortage!*
- Organizations fail or don't prioritize how to assess the individual talents (natural abilities)
- Many of the solutions to EE are focused on ~~captivity~~ retention management.
- National Center for Education Statistics study of 25,000 students, nearly one-third of undergraduates who declare a major change that major at least **once** within three years of initial enrollment.



EE Insight

- ...most employee engagement models are centered around the work experience and not on the employees. (HBR)



Antecedents of Engagement

1. Individual psychological states
2. Experience job-design related factors
3. Perceived leadership and management
4. Individual perceptions of organizational and team factors
5. Organizational interventions or activities



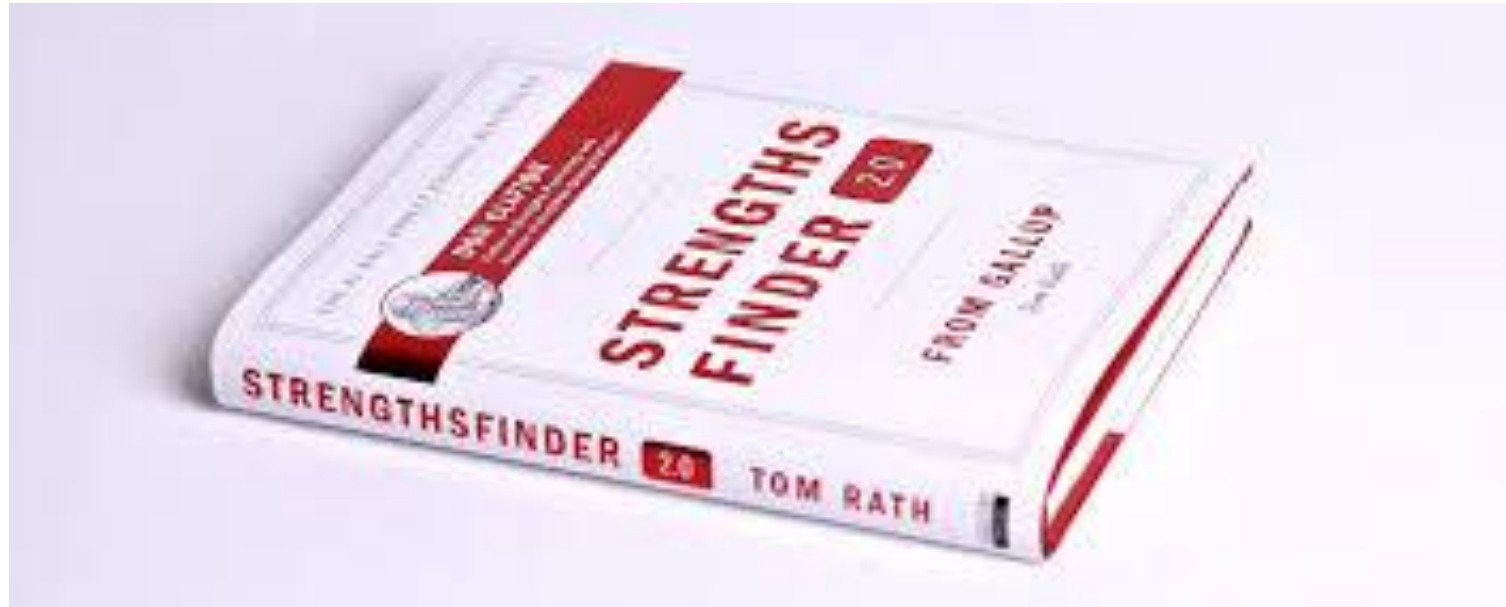
Antecedents of Engagement

1. Individual psychological states

Self-Efficacy, resilience, and personal resources. Positive perceptions that the individuals hold of their personal strength and ability was positively associated with EE.

- Organizational interventions and activities had a slightly weaker impact on engagement





Another Activity to keep y'all engaged

What is the difference
between a Skill and a
Talent?



Suggestions

1. **Selection.** Review your battery of interview questions.
2. **Suggest survey modifications.** Ask questions specifically related to their exceptional strengths or talents.
3. **Coach Managers to become strength seekers.**
 - “If you were to quit today, what would you do?”
 - How does that relate to your role now?
 - Are you able to utilize that area in this role?
 - How did you get into this field?
 - What are your natural abilities? What are your talents?



Suggestions

4. **Redesign role (Job Crafting).** A process whereby employees, through their personal initiative, adjust their work environment to ensure that their need for congruence with their environment is met and to improve the meaningfulness of their work-related activities.

5. **Career Pathing.** Help them reach their professional and personal goals.

6. **Well-being**

- **Career Well-being:** You like what you do everyday
- **Community Well-being:** You like where you live
- **Social Well-Being:** You have meaningful friendships in your life
- **Physical Well-Being:** You have the energy to get things done
- **Financial Well-Being:** You manage your money well



Go ahead...ask me something!



References

- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/sustainingemployeeengagement.aspx>
- Bailey, C., Madden, A., Alfes, K, and Fletcher, L. (2017). The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis. *International Journal of Management Reviews*, Vol. 19, 31–53 (2017)
- Gallup (2021). State of the Global Workplace.
- LaMotte, S. (2015). Employee Engagement Depends on What Happens Outside of the Office. *Harvard Business Review*
- Kahn, W.A. (1990). An exercise of authority. *Organizational Behavior Teaching Review*, Vol. 4 No. 2, pp. 28-42.
- Gallup (2021). State of the Global Workplace.

