



INTEGRATED INSTITUTE OF PROFESSIONAL MANAGEMENT

Our Accreditations



Our Standards





Employee Engagement

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Quote

Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work

– Scarlett Surveys

Employee engagement

Employee Engagement is the extent to which employee commitment, both **emotional and intellectual, exists relative to accomplishing the work, mission, and vision of the organization.** Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for **the benefit of their internal and external customers, and for the success of the organization as a whole**

Employee engagement

Belief in the organization/company

Desire to work with enthusiasm to make things better

Understanding and learning of business context and the 'bigger picture'

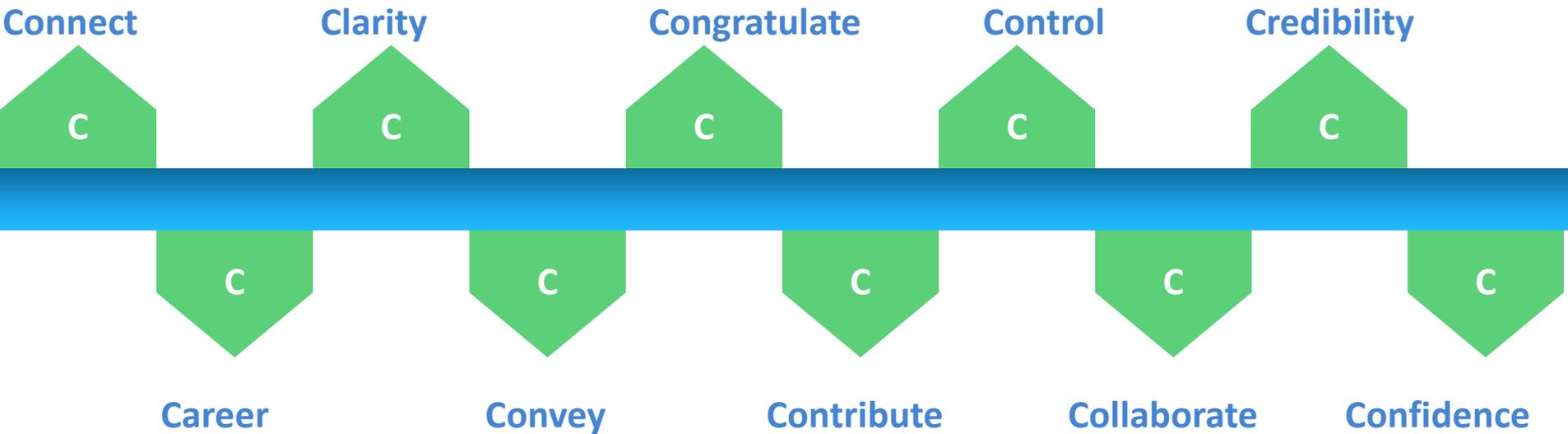
Respectful, helpful with colleagues

Willingness to 'go the extra mile'

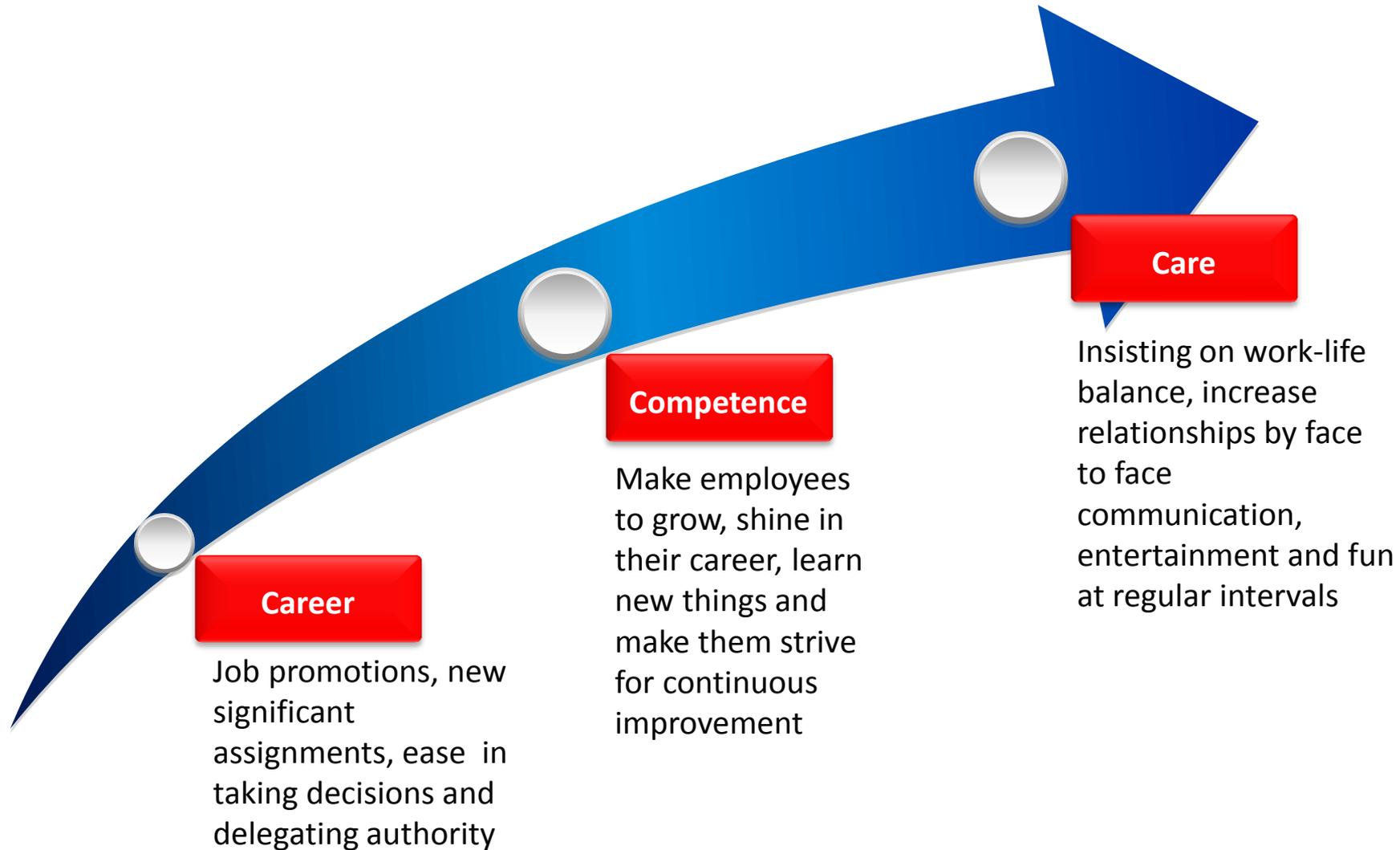
Keep updated with developments in the organization and in their respective field

Engagement is the Energy, Passion in the employees have for their employer

The 10 C's of Employee Engagement



The proposed 3 C's



- Individuals expect to build a career in their respective field when they join an organization
- Top Management and immediate supervisors should spend their time in shaping out the careers of their employees. When this is done as a continuous process, employees feel that they belong to the organization
- They feel engaged when they receive support from the management in growing their careers
- Top management/organization should provide their employees with new roles, authority to delegate and to take the decision of their own
- Management should also appreciate their creativity and new ideas they gather, which they have implemented in their team

Competence

- Management should provide regular workshops, training sessions which help employees acquire a higher level of skills and competencies
- Many employees after spending a few months look for competence-boosting opportunities with the organization so that they can grow and move to the next stage of their careers
- Career focuses on the actual growth in terms of position, salaries and incentives and authority, **Competence** is the ability to grow using the opportunities
- Management also should strive on developing their marketable skills for increasing their opportunities

- The 'art' of the manager is the 'Care' by which they can make employees feel an indispensable part of their organization
- Managers should spend some time with the employees understand their personal problems and issues they face in their day-to-day work
- Small gestures everyday towards employees by managers make employees feel they belong to the organization and organization belongs to them.

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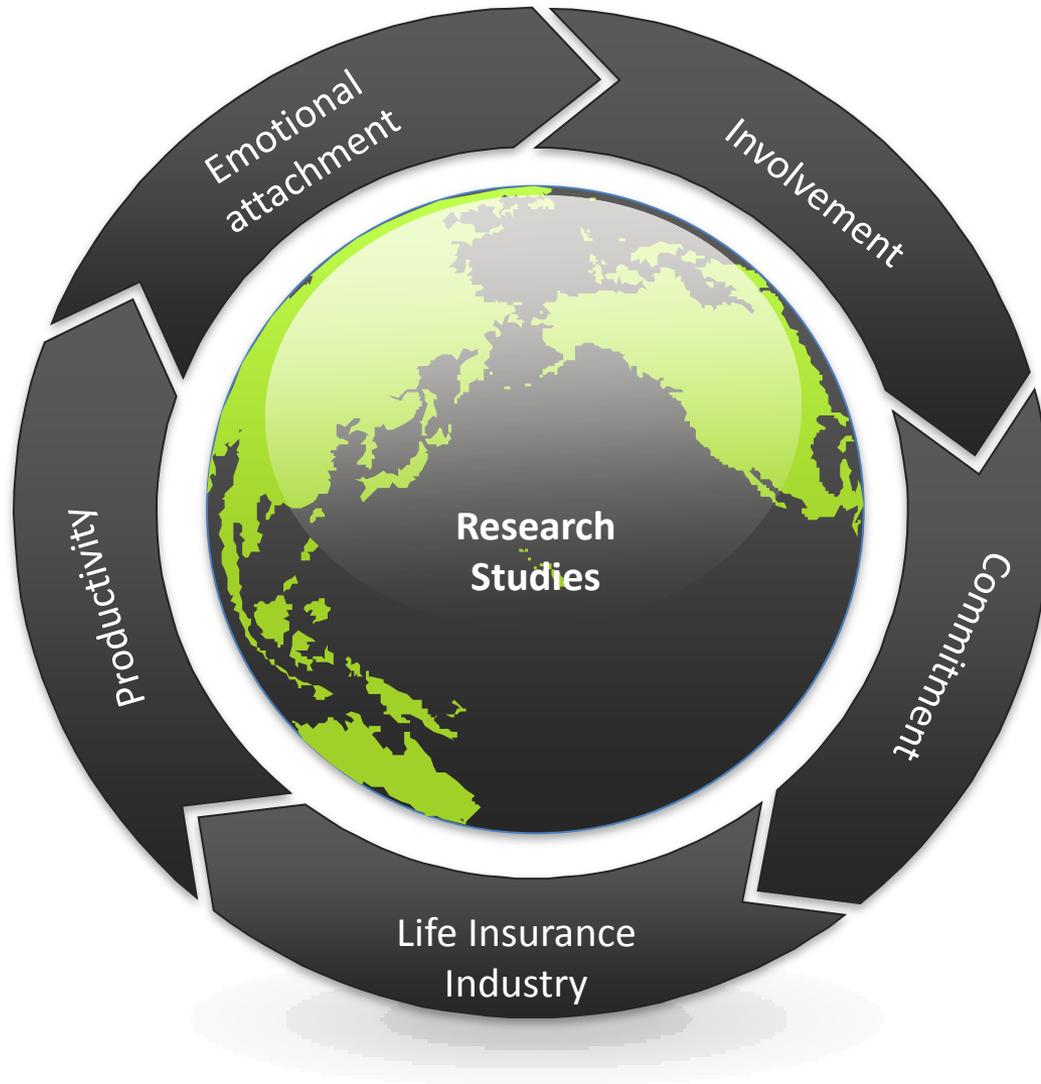
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Relationships Engageconomics



Emotional attachment



Emotionally attached
to company

Employees who are actively engaged in their jobs work with passion and feel a profound connection to their company

People that are actively engaged help move the organization forward

Highly engaged employees believe they can positively impact quality of their organization's products

Highly engaged employees believe they can positively affect customer service

Highly engaged employees believe they can positively impact costs in their job or unit

Engaged employees feel a strong emotional bond to the organization that employs them. This is associated with people demonstrating a willingness to recommend the organization to others and commit time and effort to help the organization succeed

It suggests that people are motivated by intrinsic factors (e.g. personal growth, working to a common purpose, being part of a larger process) rather than simply focusing on extrinsic factors (e.g., pay/reward).

Involvement



Involvement

The purpose was to compare traditional production systems with flexible high-performance production systems involving teams, training, and incentive pay systems. In all three industries, the plants utilizing high-involvement practices showed superior performance. In addition, workers in the high-involvement plants showed more positive attitudes, including trust, organizational commitment and intrinsic enjoyment of the work. The concept has gained popularity as various studies have demonstrated links with productivity. It is often linked to the notion of employee voice and empowerment

Commitment



Commitment to work

It has been routinely found that employee engagement scores account for as much as half of the variance in customer satisfaction scores. This translates into millions of dollars for companies if they can improve their scores

Studies have statistically demonstrated that engaged employees are more productive, more profitable, more customer-focused, safer, and less likely to leave their employer

Employees with the highest level of commitment perform better and are less likely to leave the organization, which indicates that engagement is linked to organizational performance

Life insurance industry



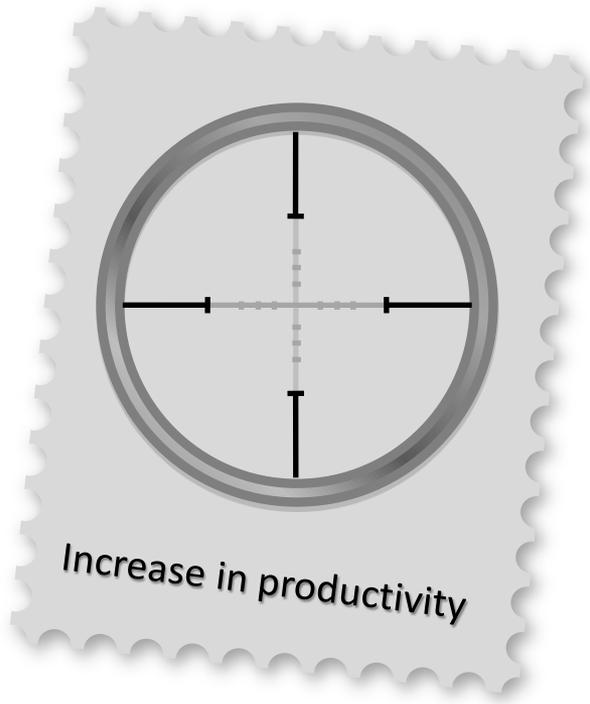
Highly involved

Two studies of employees in the life insurance industry examined the impact of employee perceptions that they had the power to make decisions, sufficient knowledge and information to do the job effectively, and rewards for high performance

In both studies, high-involvement management practices were positively associated with employee morale, employee retention, and firm financial performance

Research has found that high-commitment organizations (one with loyal and dedicated employees) out-performed those with low commitment

Productivity



The most striking finding is the gaps in operating incomes between companies with highly engaged employees and companies whose employees have low-engagement scores

High-engagement companies improved while low-engagement companies declined in operating income during the study period

Furthermore, those not engaged generated less revenue than their engaged counterparts

Engaged employees also outperformed the not engaged and actively disengaged employees in other divisions

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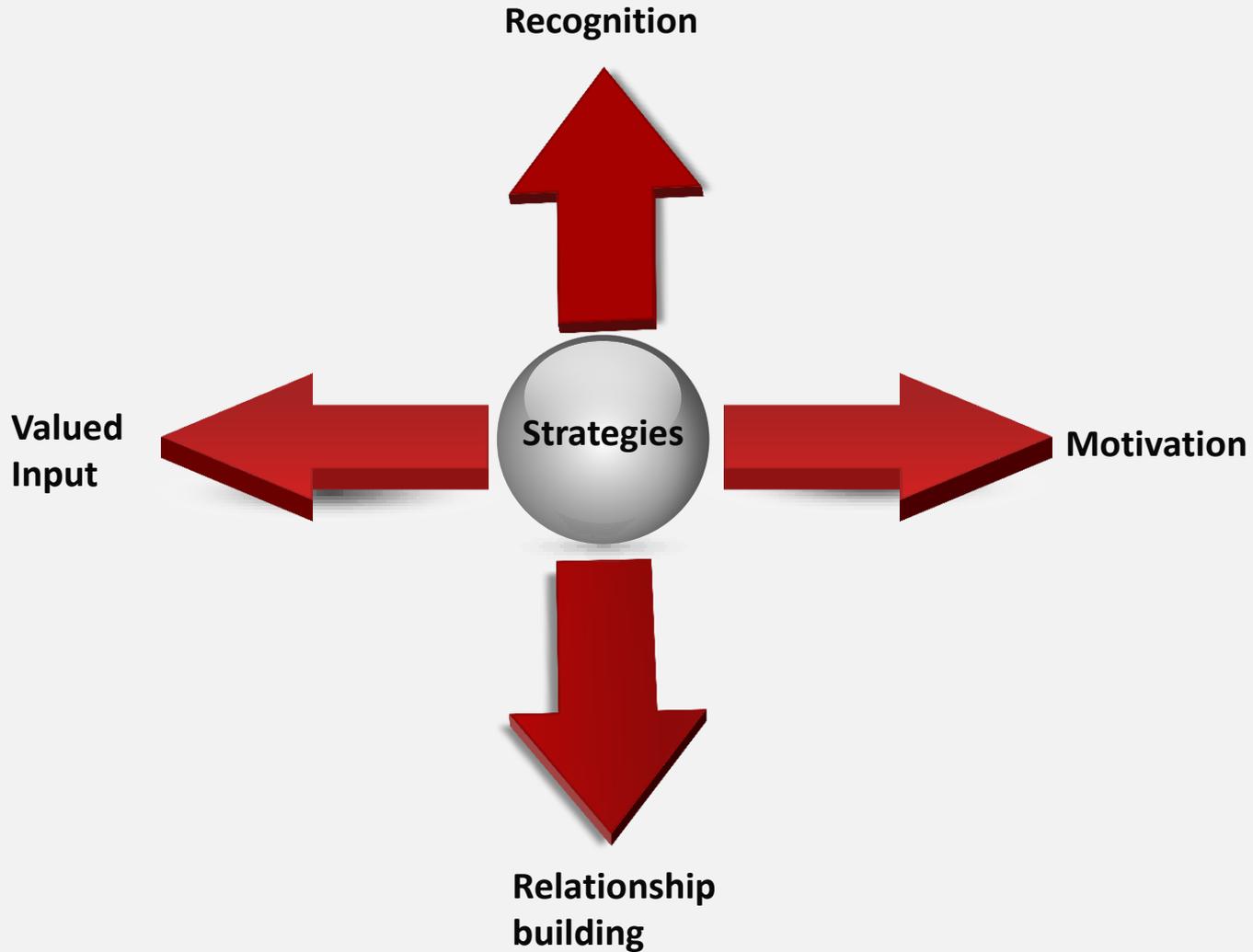
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Strategies involved . . .



Recognition



- Employees who are fully engaged in their work are often enthusiastic about the jobs they perform
- Employees realize how much their work impacts the organization overall, and they are excited about seeing the fruits of their labor
- A key strategy involves here is to add another element to employees' job functions is through recognition
- The way to create enthusiasm about even the most mundane tasks is through challenging employees to improve new processes for performing their job functions and rewarding employees whose suggestions for improvement save the company money and resources

Motivation



- Workplace motivation comes from nonmonetary recognition, such as promotion, advancement or assigning more complex duties to employees who demonstrate expertise
- Employees who receive recognition for their expertise are often motivated to perform at even higher levels
- Employer strategy for improving engagement includes creating opportunities for leadership roles for deserving employees whose performance exceeds the company expectations

Relationship building



- Workplace relationships are too often complicated by lack of confidence and trust in leadership
- Rebuilding employee trust and confidence in the company's leadership team is an infallible strategy for improving employee engagement
- Encouraging the leadership team to establish a connection with all of the company's employees can have measurable effects on employee engagement
- Building an employer-employee relationship on trust and confidence involves creating an interest in the daily challenges employees face

Valued Input



- Employee engagement is directly tied to employees' sense of value and the ability to give feedback about working conditions and their workplace relationships, particularly those involving employee-supervisor interaction
- Therefore, an effective strategic includes developing an employee opinion survey or enabling another method for employees to voice their opinions and concerns
- The most important component of an employee opinion survey is an action plan, which can be another factor in the employee engagement strategy

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Activities to follow . . .

Induction program for new employees

Picnic at regular intervals

Social activities like family gathering, celebration of festivals

Movie at interval of 2-3 months

Activities to follow . . .

A daily column, written by CEO, on the intranet with company announcements /programs etc.

Update via an overhead paging system, which is used to recognize employees for significant business achievements

Employee suggestion systems / quick responses

Internal magazine/ newsletter on intranet

Activities to follow . . .

CEO spending time in face to face communication with staff

CEO based FAQ questions on company business

ONLINE “ask the CEO” mailbox

Monthly staff awards

Activities to follow . . .

Annual staff awards

Weekly blog related to serious business issues and staff to read /comments

Appointment of disaster management team

Appointment of emergency management team

Activities to follow . . .

Problem solving committee

Leadership development activities

Team building activities

Conducting soft skills training program as well as required training programs

Activities to follow . . .

Online real-time tracking of progress. Employees can view company progress towards targets/goals

Provide long term strategic vision for business growth

Indoor Games as well as Outdoor games, like Chess, Cricket, Badminton etc.

Celebration of Employees Birthday

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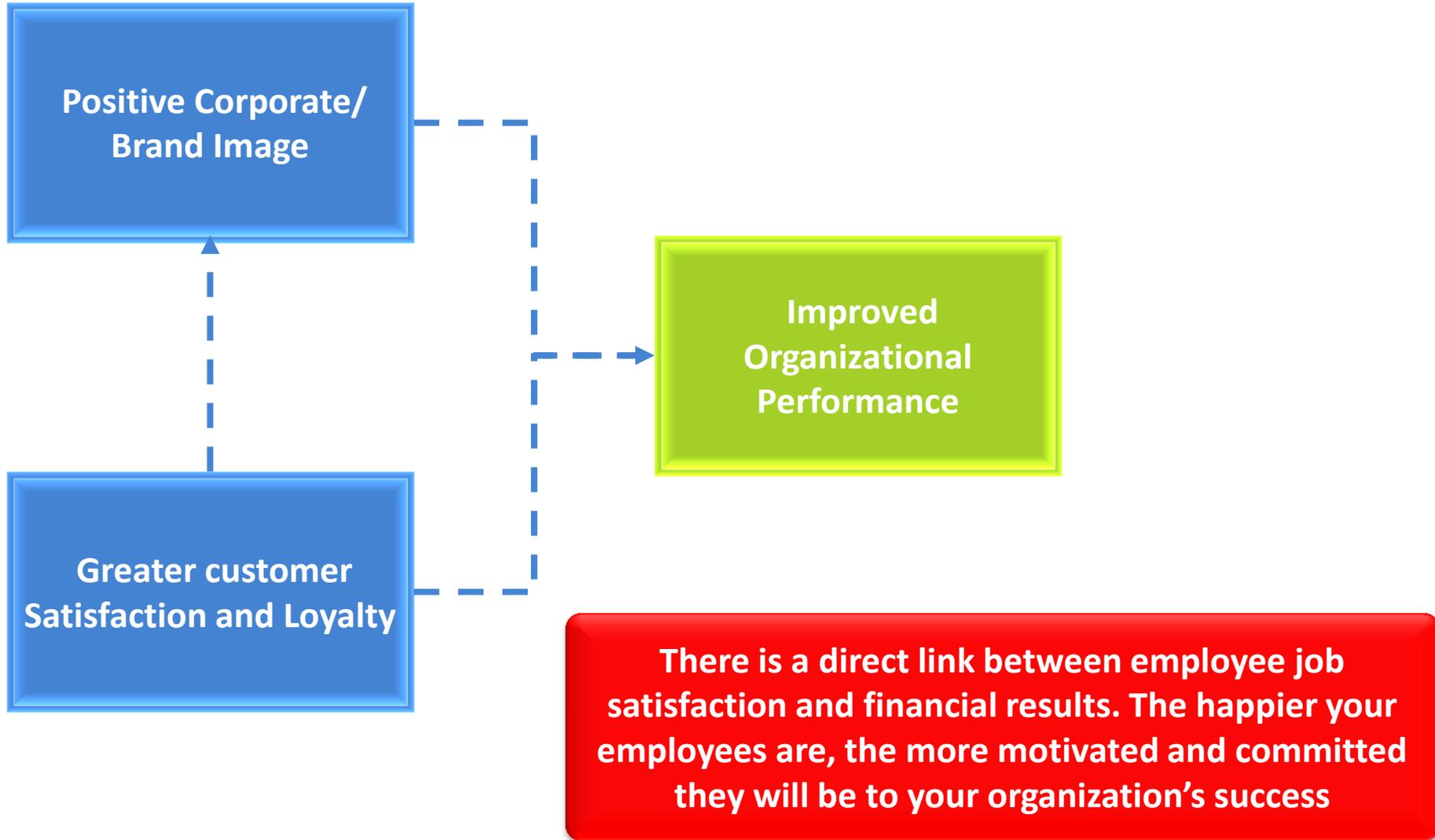
Satisfaction



Employee satisfaction surveys provide the information needed to improve levels of productivity, job satisfaction, and loyalty. Organizations can identify the root causes of job issues and create solutions for improvements with an accurate perspective of employee views

Discover what motivates people, what drives loyalty, and what genuinely makes and keeps your employees happy. Satisfaction levels increase when employees know that their issues are being addressed

Organizational performance driven by customers



Making work more tolerable

Solutions are not easy. Though recognition and incentive programs work, but too often such programs address symptoms rather than the root causes of worker dissatisfaction

Making work meaningful is no simple matter and frankly is beyond the responsibility of most managers. After all, businesses hire managers to get the work done

Suggestions to create higher levels of buy-in and thereby do make the work experience more tolerable

Address the situation

Encourage alternatives

Show outcomes

Addressing the situation



The worst thing managers who suspect worker dissatisfaction can do is to ignore it, although that is the time-honored tradition. Avoiding the topic does not make it go away. Find ways to raise the issue at staff meetings. The blunt approach—"So what's wrong?"—may not work. People will likely clam up. But if you are clever and talk about the issue and perhaps voice your own dissatisfaction with the situation, you may have better luck. Make it safe for employees to talk about workplace dissatisfiers. Often they are simple things: input into scheduling, flexibility in work hours, or even something employees can make happen themselves, such as cleaner break rooms

Encourage alternatives



Find ways you can improve the situations. Take the lead in addressing employee complaints. Over the longer term, the best way is to let workers figure things out for themselves. Challenge employees to come up with ideas for making improvements, either in job design or in job process. Look for ways to remove the drudge factor in favor of the value add. Replace make-work projects with make-it-work projects

Show outcomes



Relate what your team does to what the company does. Say you work in purchasing: Find ways to link your striving for best-value, best-cost suppliers with improved-quality products. Make the link between improved quality and customer satisfaction. Some companies introduce employees to customers when possible. Then employees see their products or services in use. That is a great way to encourage meaning in the workplace

Things important to employees



Knowing what is expected



Having the right materials and equipment



Opportunity to do what I do best



Recognition and praise



Caring for me as a person



Encourages Development

Things important to employees



My opinion counts



Connection with mission of organization



Co workers committed to quality work



I have a best friend at work



Someone has talked with me about my progress



Opportunities to learn and grow

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Engagement

Engagement overlaps with the concepts of commitment and organizational citizenship behavior, but there are also differences. Engagement is two-way, organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer.

'A positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee'

Elements of employee engagement



Measuring engagement

A survey was conducted with over 10,000 employees in 14 organizations. Twelve attitude statements representing engagement were tested; all were found to 'sit together' reliably, to comprise a single indicator of engagement. Positive responses to the engagement statements indicate:

A positive attitude towards, and pride in the organization.

Belief in the organization's products/services.

A perception that the organization enables the employee to perform well.

A willingness to behave altruistically and be a good team player.

An understanding of the bigger picture and a willingness to go beyond the requirements of the job.

Engagement challenges

Engagement levels can vary in association with a variety of personal and job characteristics and with experiences at work. Some of the engagement challenges are:

As the employees get older,
the engagement level declines

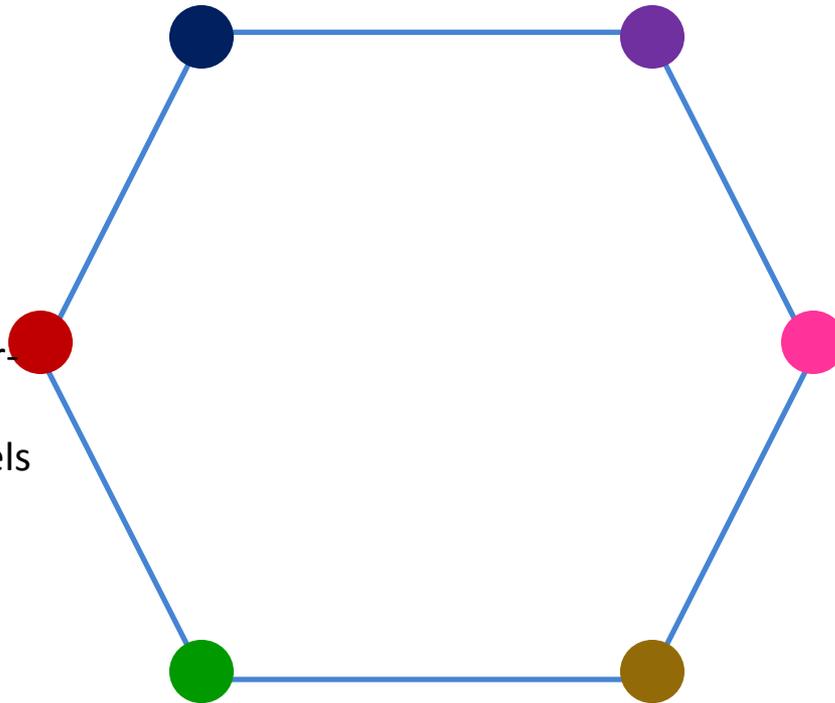
Minority ethnic respondents have
higher engagement levels than their
white colleagues

Employees with personal
development plan and who
have received a formal perfor-
mance appraisals in the past
have higher engagement levels

Managers and professionals
tend to have higher engage-
ment levels than their
colleagues

Having an accident or an injury
at work, or experiencing
harassment have a big negative
impact on engagement

As the length of the service
increases, the engagement
level declines



What drives engagement?

In all the organizations, committed employees perform better. However, the strongest driver of all is a sense of feeling valued and involved. This has several key components:



What drives engagement?



Building blocks

Attempts to raise engagement levels are likely to founder, unless the following 'building blocks' are in place:



Good quality line
management



Two-way
communication



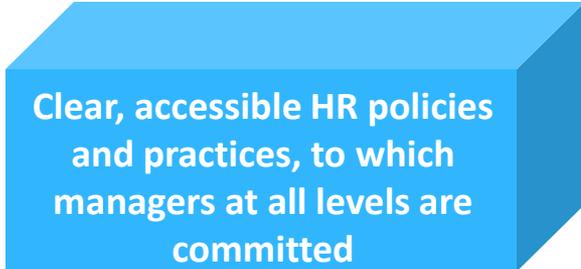
Effective internal
co-operation



A development
focus



Commitment to
employee wellbeing



Clear, accessible HR policies
and practices, to which
managers at all levels are
committed

Benefits of engaged workforce

An engaged workforce form an emotional connect with the organization that helps them:

Work hard to achieve individual success and company success

Innovate at workplace

Make the customers and employees happy

Become Evangelists of the company and its products

Infuse energy and positivity at workplace

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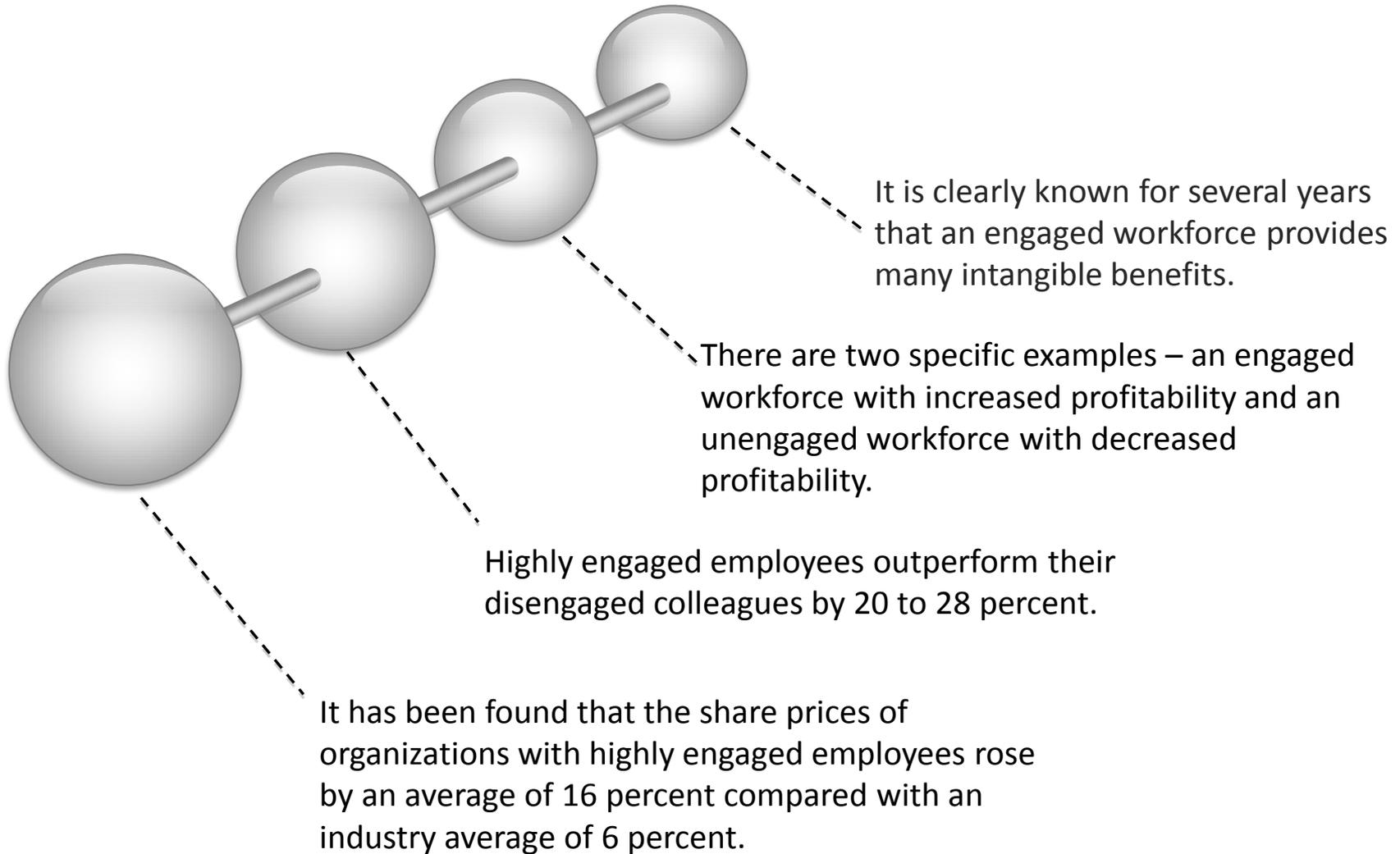
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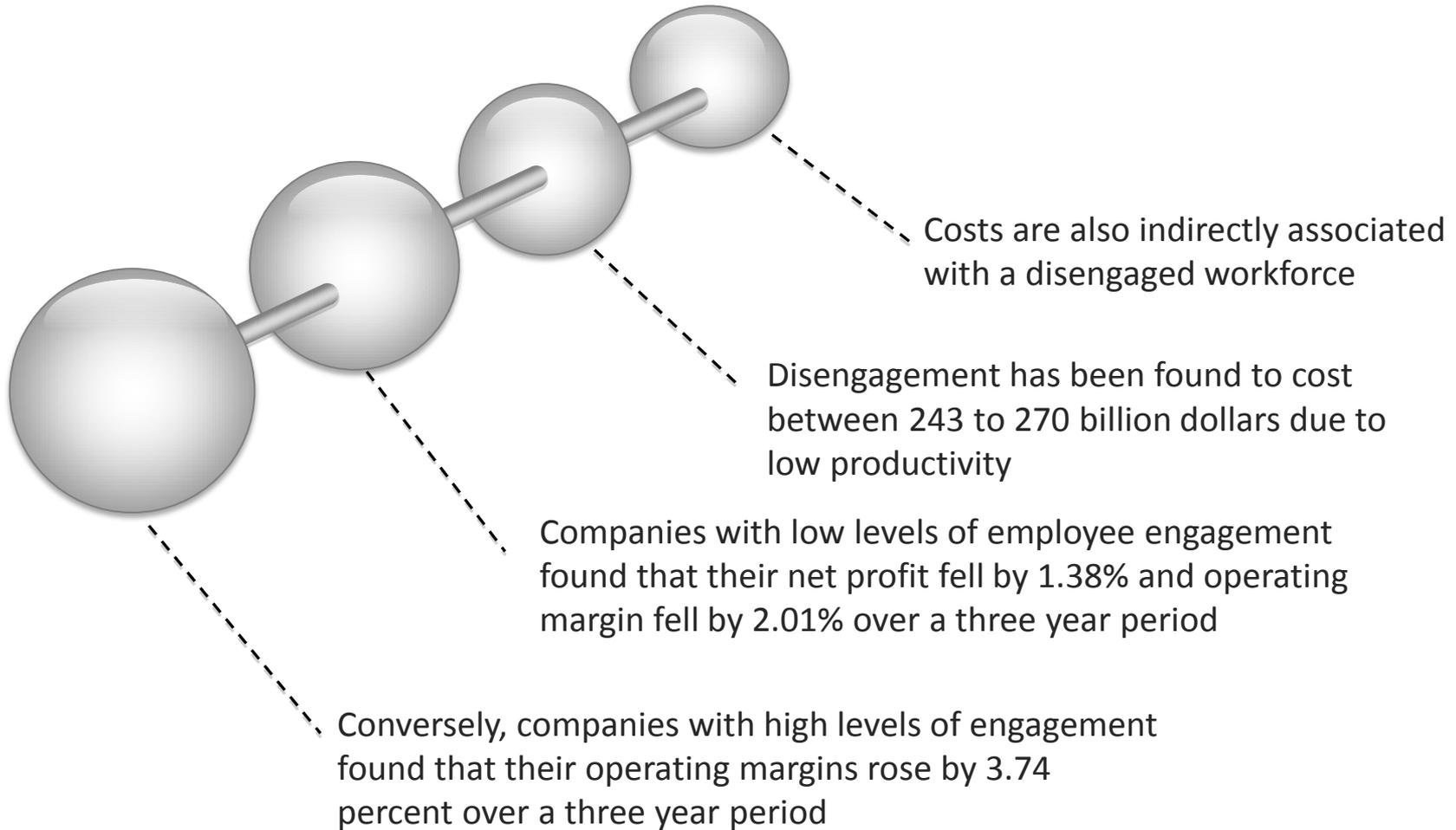
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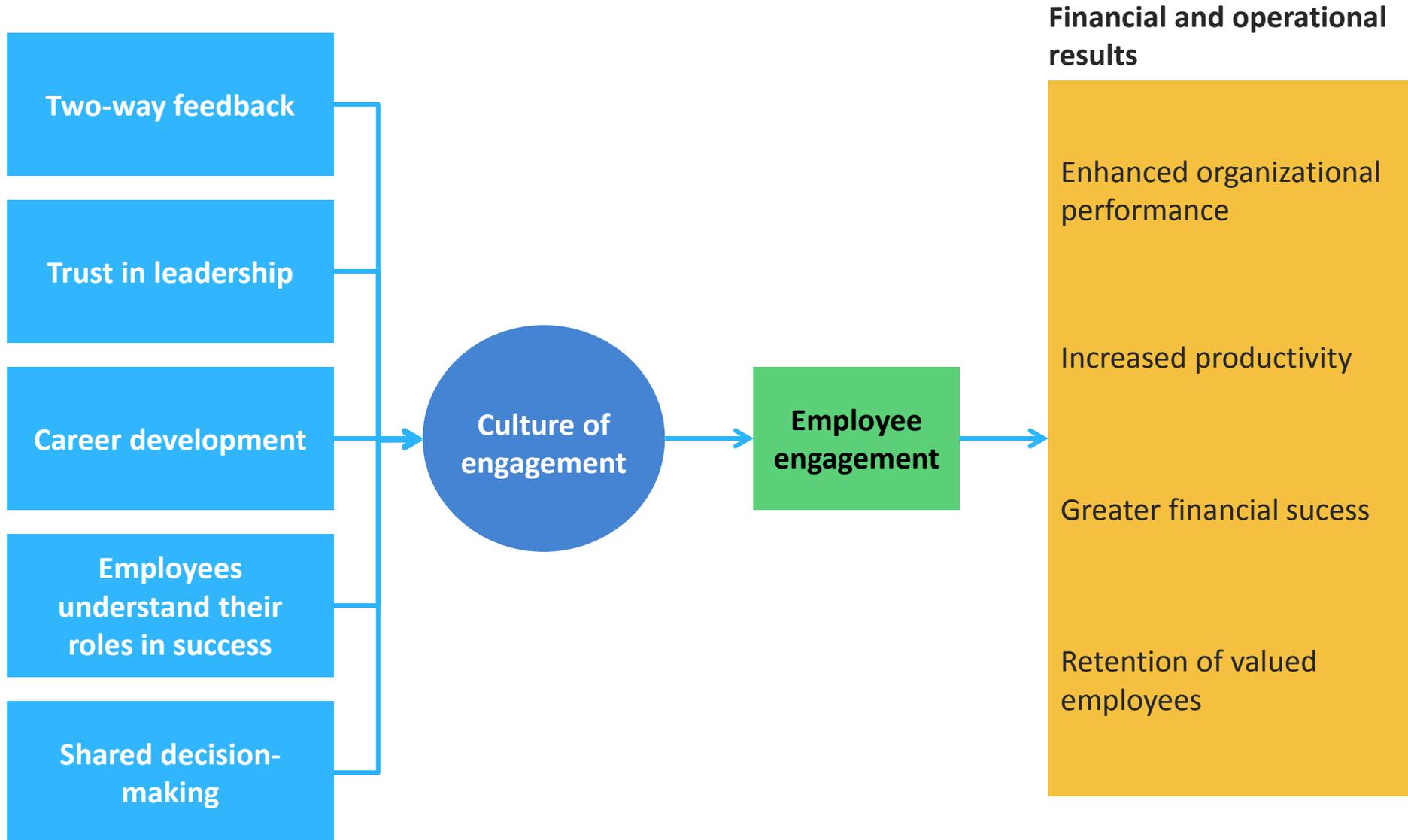
The business case for engagement



The business case for engagement



Employee engagement model



Two-way feedback



Most organizations do well in terms of communication down from management to employees. What are often missing are mechanisms for employees to communicate up on a regular basis.

Relying on a suggestion box and an annual employee survey just doesn't do the job. Two helpful ways to ensure the upward flow of feedback are employee town meetings and quarterly, brief, online surveys that capture the changing concerns of employees.

Trust in leadership



Trust can be shattered instantly when executives appear to suddenly change directions or seem to break promises. Building trust is a slower process. Executives build trust by developing a clear vision of the organizations' future and communicating this to all employees

Career development



Engagement levels rise when there is a formal career development system that includes components such as formal career tracks, mobility systems to help employees move about in the organization, and annual career conversations.

Employees role in success

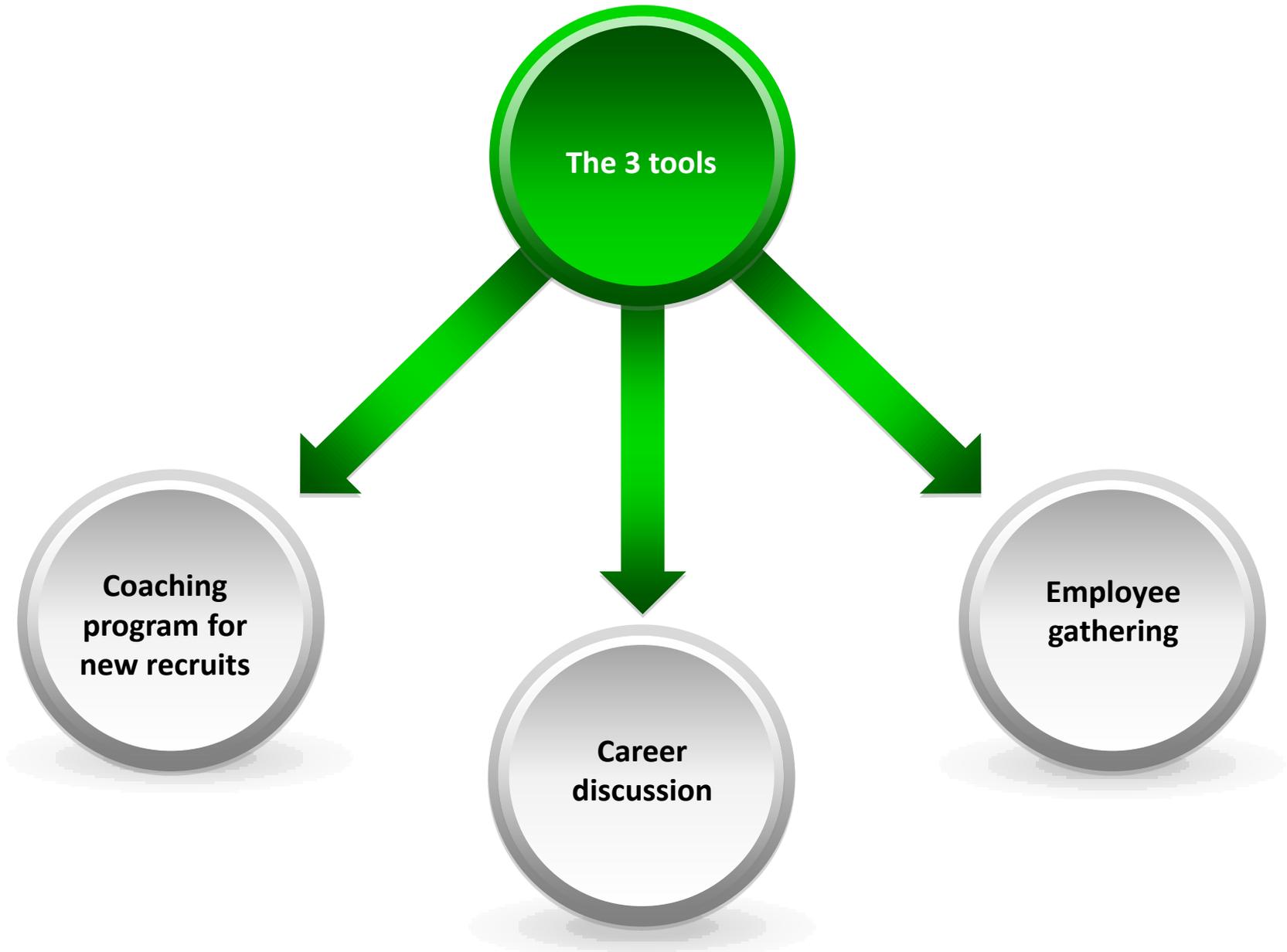


Employees need to understand how their job fits into the big picture and what they must do more of and do differently to help the business succeed. HR can help by clarifying what are the competencies, the capacities that this particular organizations needs to grow and helping employees upgrade their skills to match the needs of the future.

Shared decision making

When employees participate in making decisions, they feel more engaged in the organization. Decision-making needs to be pushed down to the lowest possible level

The 3 tools

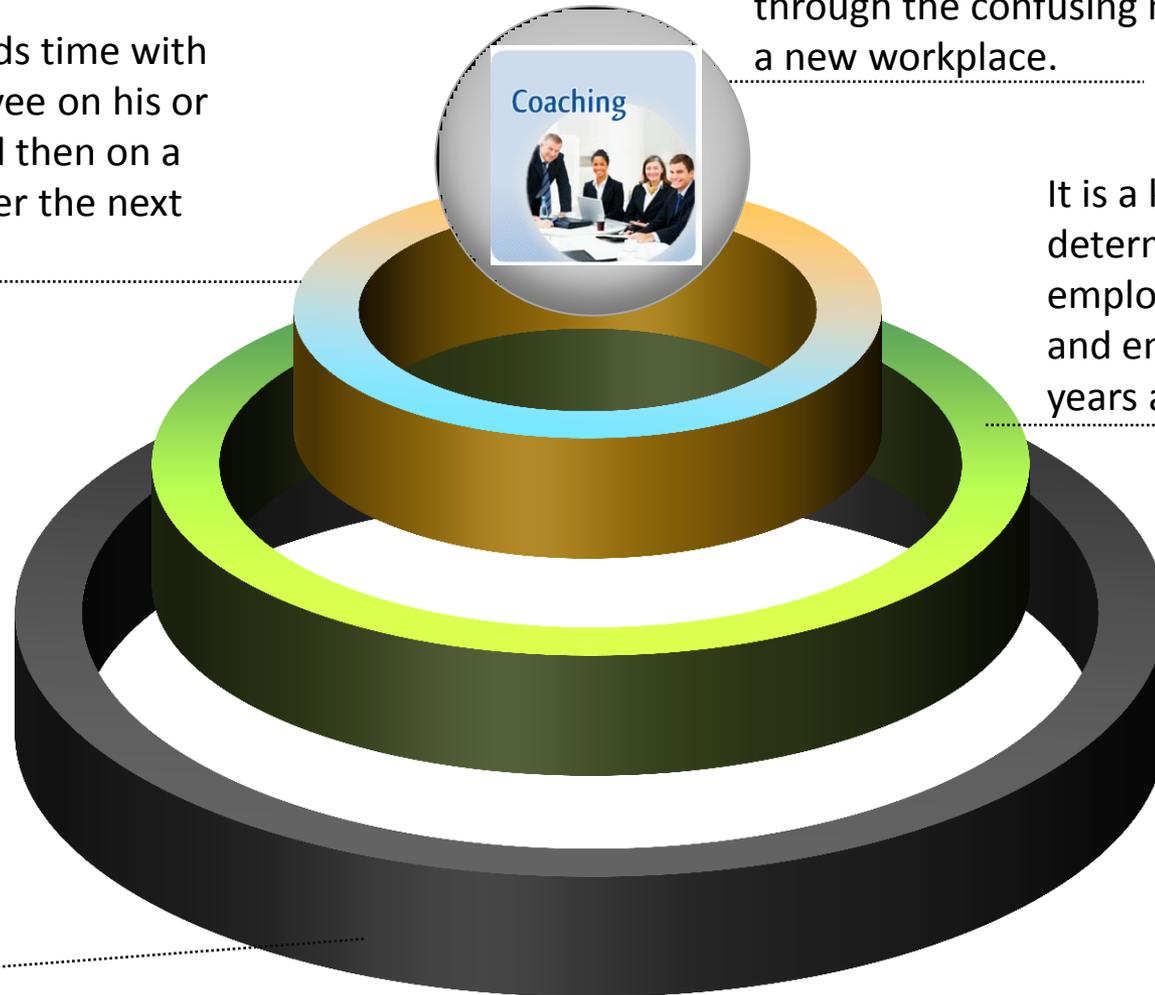


Coaching program for new recruits

The coach spends time with the new employee on his or her first day and then on a weekly basis over the next several weeks

They become a valued guide through the confusing maze of a new workplace.

It is a key factor which determines the level of employee commitment and engagement in the years ahead



The first day, when the new employee enters the organization, is critical both for the employee and the organization

Career discussion

A formal career conversation program ensures that the managers sit down with their subordinates and discuss about their career improvement and career plans on a yearly basis. These discussions gives the managers an idea about appropriate job which well suits the employee and also which is not suitable for them

Employee gathering

The level of engagement skyrockets when 60 to 600 employees representing all parts of an organization gather together to give input to the organization. These meeting can be used to review a vision, plan for the future, review progress to date, or introduce a new program such as an employee engagement initiative. This is the best way to reach all employees when there is an important message or a shift in direction

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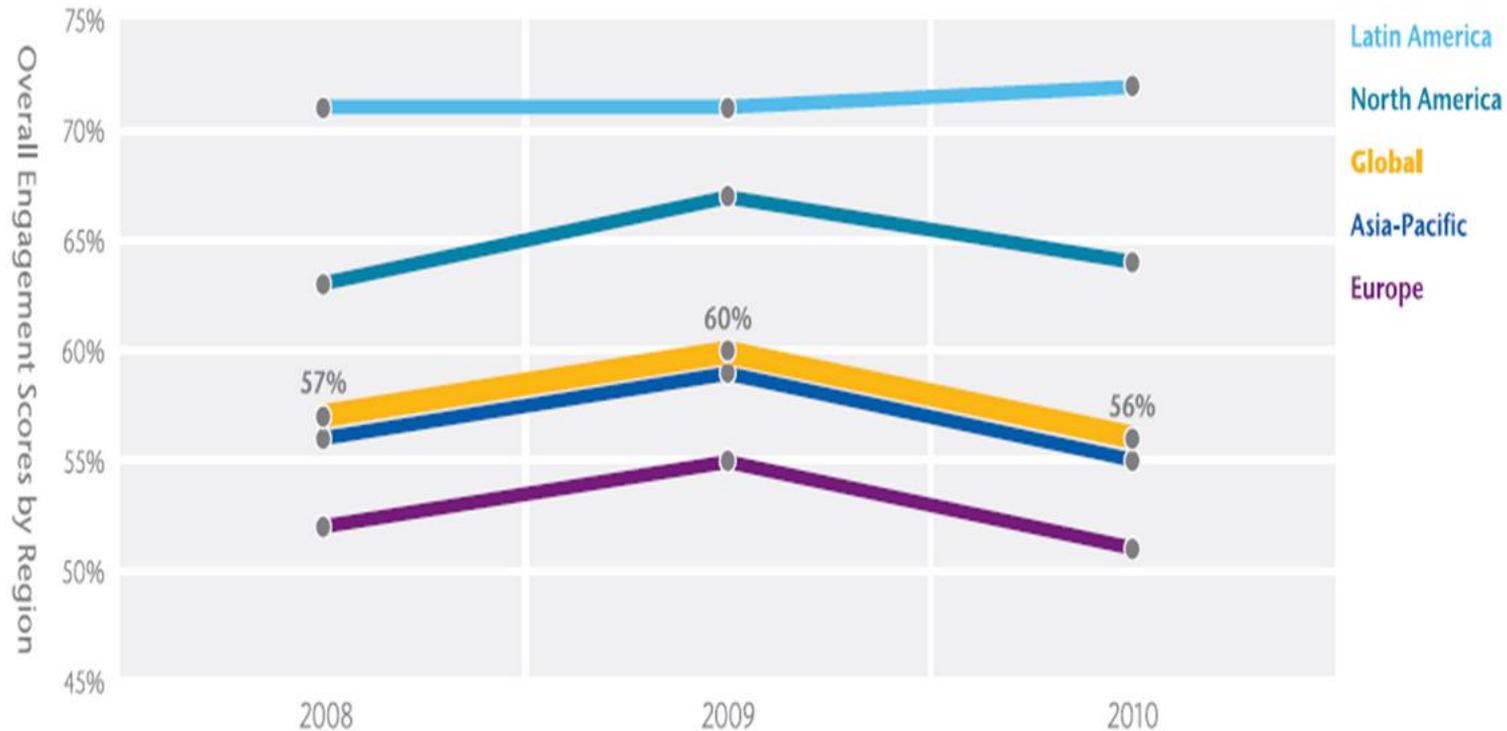
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Trends in global employee engagement

Over the past decade, and particularly in the past three years, employers and employees have faced human capital challenges and an uncertain economy. The economic downturn that started in 2008 has had a significant impact on companies and the resulting decisions made by management. These decisions have impacted employee engagement levels and perceptions globally, leading to changes in leading drivers of employee engagement. In uncertain times, organizations need to focus on harnessing the discretionary effort that engaged employees deliver. This makes the difference in how companies are affected during the economic downturn, how quickly they emerge from it, and how strong they are in the future after the downturn passes

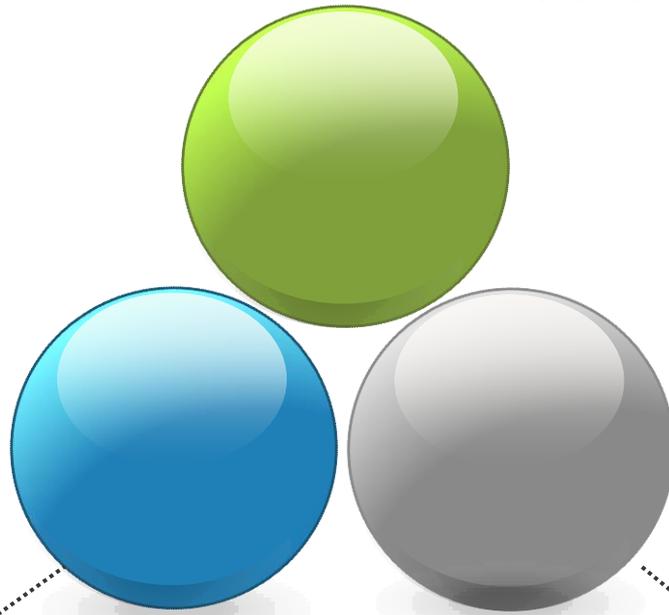
Global engagement trends

This chart shows the overall trends in engagement scores, globally and for each region. In 2010, the global engagement score was 56%, down four percentage points from 60% in 2009. The reason for this decline is primarily due to changes in the regional scores of Asia-Pacific, Europe, and North America. The regional engagement scores in Asia-Pacific, Europe, and North America mirror the global decline



Correlation Between Employee Engagement and Total Shareholder Returns

The organizations that improve engagement during challenging times focus on a number of factors that differentiate them in the marketplace



These factors include focusing on long-term strategies, demanding measurable actions, involving all stakeholders, understanding key employee segments, and broadening the range of assessment tools and analytics

Employee expectations and company responsiveness to internal and external environmental changes (e.g., market sentiment) have a lot to do with showing improvements, even when the market overall is showing a decline

What engagement drivers motivate people?

To identify key drivers, we have to make an analysis to understand what really makes a difference to employees. This information, referred to as "impact analysis," identifies and prioritizes factors that drive engagement

This model identifies the primary or key drivers of engagement and the magnitude of expected improvement if action is taken. It also identifies the potential decline in engagement if key drivers are not maintained

motivation

For employers, improving the engagement level of specific drivers can improve overall employee engagement.

For three consecutive years, globally, as well as across all regions, career opportunities has consistently ranked among the top three drivers positively impacting overall engagement levels

Regional analysis – Asia-Pacific



As the Asian economies begin to recover, employee expectations have grown. Career opportunities and salary increases within organizations are also growing. Failure to deliver on career opportunities is being perceived as failure of the leadership team. Managers are often perceived as not contributing to delivering on the processes of performance management and career opportunities, which is leading to attrition of talent. Another key challenge in Asia is the ability of managers to discriminate between high performers and average performers. To address these challenges, companies in Asia are focusing on creating differentiation for high performers as well as delivering a great work experience to all performers

Regional analysis – Europe



Europe's top Engagement Driver for the past three years has been career opportunities, followed by people/HR practices, brand alignment, pay, and recognition. In Europe, most large organizations (93%) conduct engagement surveys, but they still struggle with managing engagement and implementing the right actions. Of those organizations responding to the study, one-quarter have seen little or no change in employee engagement levels over the last two years, while another quarter have seen engagement levels decline.

Thirty-six percent have seen a slight increase in engagement levels, and 16% of participating organizations have seen a significant increase in engagement levels

Regional analysis – Latin America



Latin America did not escape the global economic crisis, but most countries in the region stood up to it with resilience—the region has recovered more rapidly than the majority of developed economies. Some countries, like Brazil, Chile, and Peru, are experiencing unprecedented growth. Although many employers took some measures to weather the economic storm, these measures were not as drastic as in other regions. Over the last three years, the top engagement drivers for Latin America are closely related to total rewards. Career opportunities, pay, and recognition are common action areas in most markets. Interestingly, recognition comes up as an important engagement improvement factor more frequently in Latin America than in any other region

Regional analysis – North America



Like other regions across the globe, North American employees are highly influenced by career opportunities when it comes to overall engagement. Worth noting, North America is the only region across the globe where organization reputation and managing performance are reported to have a significant impact on employee engagement. Employers in North America are putting together strategies in an effort to bring about positive changes that do not have significant costs associated with them

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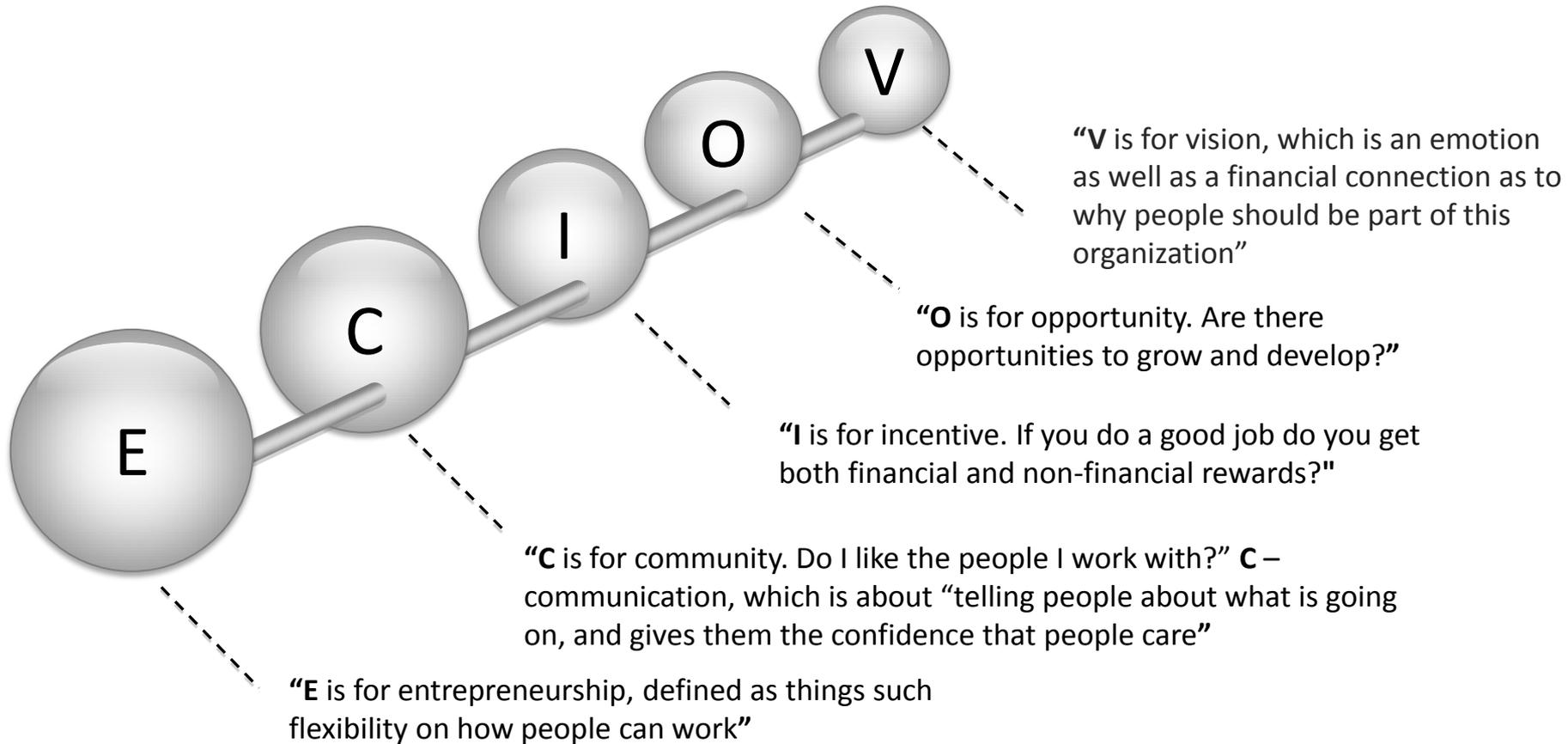
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Employee engagement initiatives

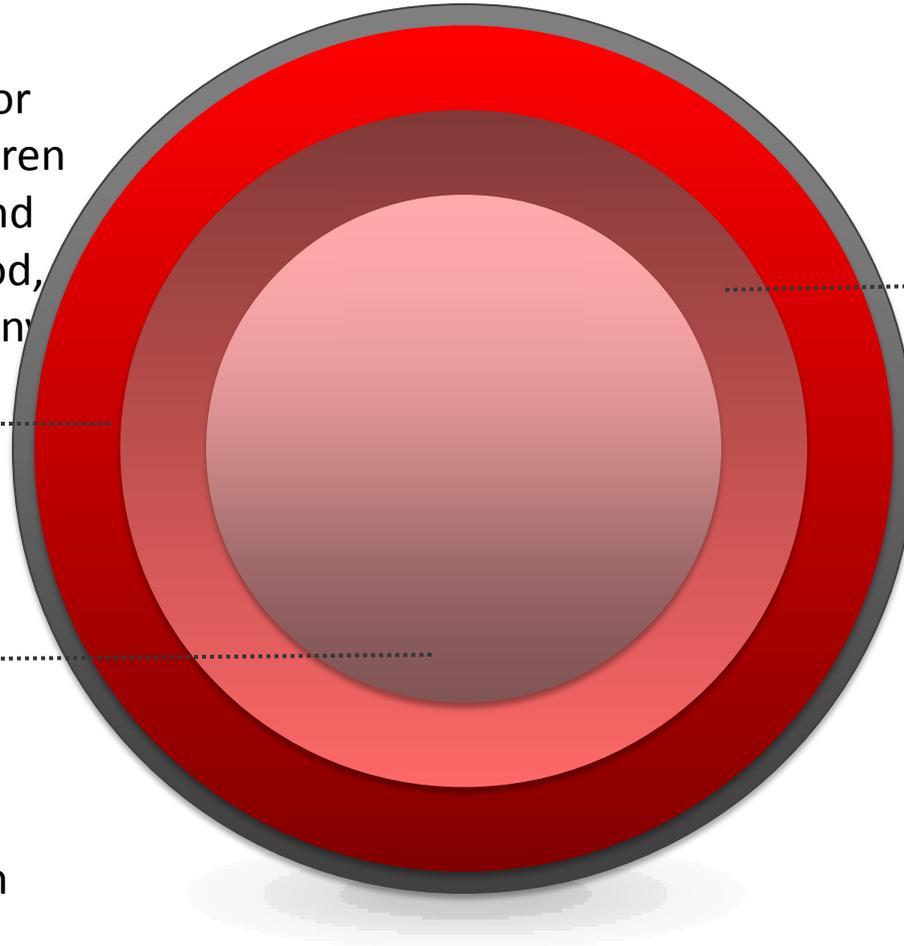
Engagement really happens at the team level - a framework called **VOICE** helps that process



Employee engagement initiatives

Some offer custom-made incentives while some stick to provide extra facilities like crèche for kids, schools for children of employees, pick and drop, provision of food, movie tickets and many other things

It is only the employee engagement that has made the highly productive and reputed companies in the world to stand apart from all other companies



Different companies had taken different initiatives to enhance the level of engagement among employees towards their jobs and the organization

Managing employee engaging events

Many organizations now days are willing to invest in activities, which either provides lot of information to employees on managing their personal lives, or create avenues for giving expression to employee's creative talents, or provide learning through fun activities.

Some of the events include:

- Employee Counseling Services
- Anchoring Informal room processes for organization
- Managing Employee communication
- Managing Employee suggestion schemes
- Reward schemes
- Team Building activities
- Leadership development activities
- Activities to develop the culture of the organization

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Employee engagement best practices

Gratitude starts at the top. If you're the owner, manager, or supervisor, it's important to let your employees know when they've excelled at their job. A culture of 'thank you' will take a company much farther than one where employees harbor quiet resentment and distrust. If you're looking for genuine ways to thank your employees, consider these suggestions:

**GIVE THEM
SOMETHING
THEY REALLY
WANT**

**GET TO KNOW
YOUR
EMPLOYEES**

**HAVE CONTESTS,
BUT DON'T
DISCRIMINATE**

**TAKE THEM OUT
ON THE TOWN**

SET THE MOOD

Best practices check list

Align your hiring and selection process with company culture to ensure a good 'fit'



Have tactics and tools to help everyone build stronger work relationships



Promote an open atmosphere that encourages honest input from employees



Align your talent management systems with company practices



Build the core leadership at all levels of the organization



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Employee engagement ideas from A-Z



Take the time to appreciate each person you have on your team.



Don't let habits or "the way we have always done it" hold you back.



Bring out the best in others by playing to their strengths.



Provide opportunities for others to stretch and grow.



Get excited and others will catch it.

Employee engagement ideas from A-Z

Fun



If you aren't having fun, figure it out.

Genius



Each person is gifted in some way.

Help



Be of some help every day.

Improve



Everything. Without ceasing.

Joy



This is something all too frequently missing from the workplace.

Employee engagement ideas from A-Z



Your commitments



Constantly. Look outside your field. Listen.



It's up to you to create it. Invite others to join in.



Seek them constantly.



Open the books. Open your door. Open your mind.

Employee engagement ideas from A-Z



Invite others to join in.



Complaining. Pointing the finger. Blaming.



Each person as an individual with wishes, hopes, and dreams.



Capitalize on them.



Remember that everything you do (or don't do) teaches.

Employee engagement ideas from A-Z

Unleash



Take the leash off of employees. Trust. Turn them loose!

Vacation



Take one every year and insist that others do so too.

Wisdom



Every person on your team has some piece of the wisdom that your team needs.

Exercise



Stay in shape

You



Are the CEO of success

Zoopfiddle



Make up words. It's fun. It can energize your team meetings.

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Survey instrument components

Career support

“I have opportunities to develop further skills in my career”

“There are clear performance criteria outlined for my job”

“I receive feedback on my performance”

Recognition of competence

“I am given recognition for my contributions”

“I have the authority to make decisions”

Intra-departmental relations

“I have good relationships with colleagues in my unit”

“Turnover is NOT a problem in my unit”

“There is strong leadership in my unit”

“I have a best friend at work”

Survey instrument components

Working conditions

“My unit receives adequate resources”

“I am satisfied with my salary”

External relations

“I have a good relationship with faculty”

Job fit

“My work utilizes my full abilities”

“I feel competent and fully able to handle my job”

“My job and I are well matched”

Role fit

“I like the identity my job gives me”

“My job fits how I see myself”

Survey instrument components

Social support

“My immediate supervisor goes out of his/her way to do things to make my job easier”

“It is easy to talk with my immediate supervisor”

“My immediate supervisor can be relied on when things get tough at work”

Job satisfaction

“I enjoy working in my position”

“I have the trust and confidence of my colleagues”

“Compared to my peers of similar experience and skills, my salary compensation is fair”

Work engagement

“At my work, I feel bursting with energy”

“I get carried away when I am working”

“I am enthusiastic about my job”

“My job inspires me and I am proud of the work that I do”

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Creating Culture of Employee Engagement

Few reasons why employees leave the organization

The job and/or workplace does not live up to expectations

Mismatch between job and worker

Too little coaching and feedback

Too few growth and advancement opportunities

Feeling devalued and unrecognized

Stress from overwork and work-life imbalance

Loss of trust and confidence in senior leaders

Recommendations

Start with engaged people; Hire well

First look inside

Be clear and accurate

Integrity first

Commit to Coaching and Feedback

Performance Management

Hold leaders accountable

Clear expectations

Commit to their Careers, not just your own

Overall career development

Internal pathways

Succession planning

Training

Recommendations

Rewards and recognition

It is not only about the money

Formal and Informal

Genuine appreciation

Work-life balance

Care and flexibility when possible

Encourage positive relationships

Have some fun

Be Trustworthy

Honor commitments

Trust them and their solutions

Detect their value

Give up control to gain control

Recommendations

Support Meaningful work

Value connection

Fit

Make it safe

Let them express their uniqueness

Let them present new ideas

Appreciate their ideas on team work

Support their availability

Reasonable expectations

Appropriate resources

Summary



- **Effect on Work** - The disengaged employee tries to evade work, struggles to meet deadlines and is reluctant to accept additional responsibility.
- **Effect on Co-Workers** - The negativity of a disengaged employee, demonstrated either through raves and rants or complete withdrawal from participation, affects the team morale. After all who has not heard of the proverb - one bad apple can spoil the whole bunch.
- **Effect on Customers** - Every employee, whether an organization likes it or not, becomes its ambassador. And a disengaged employee either by actively de-selling the organization, or by complete apathy towards their work, product, process, organization help create disengaged customers.
- **Effects on Productivity** - Disengaged employees seldom push themselves to meet organizational goals let alone contribute to innovative practices at workplace. Since, they do not believe that their work contributes to the organization; they evade completing tasks thereby affecting team productivity.
- **Effect on Company Performance** - In the corporate world, time is money and organizations must innovate to stay relevant. A disengaged workforce by virtue of delayed completion of tasks and inability to improvise and innovate cost the company dollars which ultimately affects bottom line.
- **Effect on Personal Life of Employee** - A disengaged employee is seldom able to shake off the lethargy and perform in the current organization or land a job of preference. This leads to pent up frustration which may ultimately affect his personal and family life