

Major factors affecting Employee Engagement

- “Employee engagement is a concept that is generally viewed as managing discretionary effort, that is when employees have choices , they will act in a way that furthers their organization’s interests.”
- An engaged employee is a person who is fully involved in, and enthusiastic about his or her work”
(This definition is an extract from Wikipedia)
- The term “discretionary effort” is the most relevant in many engagement studies, the clear outcome is that an organization that can harness discretionary effort will out perform an organization with employees who just do the minimum they can get away with.

❑ So what are the factors that need to be addressed with new or old approaches to employee engagement.(Wikipedia lists the major influences and linkages of employee engagement)

- Job importance- an employee needs to know how their job is important to the organization
- Clarity- of what is expected of them- an employee needs to be very clear on what their manager expects of them
- Career advancement- employees want to know that there is a fair and equitable system for Career advancement and that if they perform, they will be considered for advancement



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- Improvement and Reward- employees want to make improvements to the organization and if they do, would like to be rewarded where possible(remuneration and a thank you).
- Regular Feedback- employees want to know when they, the department and the organization are doing well or not so well.
- Good relationship- employees want to communicate with their manager. Even if the news is not good news.
- Clear values- employees want to know the values and Behaviour that will be looked upon favourably, they don't want to be left in a vacuum to guess.
- Good communications- "Tell me what is happening, I don't want to be the last to find out, I want to be included.

❑ So how do you address the above needs? So what is the solution to address all of the above

- Define Strategy – leaders of an organization need to define the strategy and communicate to staff
- Convert the strategy into a strategy Map so employees understand
- Define the Values and Behaviors for your organization
- Convert the values and Behaviors into statements and define the measurement criteria
- Conduct strategy mapping into every department or business unit



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- Implement an automated Performance Management System
- Link remuneration to outcomes of Performance Management
- Get every manager to set objectives from the department strategy map
- Make every manager accountable for reviewing progress once a month
- Career and Succession Planning
- Good Relationship with manager- managers need to communicate with their staff and provide regular on going feedback

☐ Summary

- Improving employee engagement is not the product of one initiative. You need a framework as outlined above, if you want to achieve significant improvement in engagement. Sequencing and content of the initiatives are also critical as is the communications of the initiative.
- 3 Step HR is a human resource consultancy providing best practice human resources advice and practical on line solutions to organisations in the middle east.
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