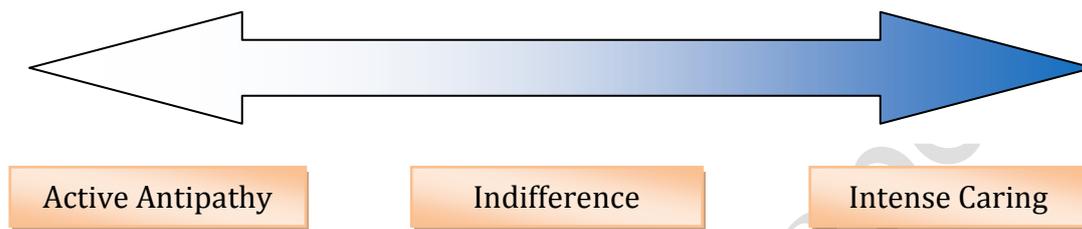


Employee Engagement 3

Employee Engagement: Who Cares?

Emotions at Work

People are passionate about their work and workplace; indeed the full spectrum of emotions is experienced:



Most employees set off for work wanting to do a good job. Regretfully, a fair proportion of them return home feeling that their time and talent has been wasted.

People relate to their employment on three levels:

1. Themselves

- their sense of self-worth; expressed in how well their job reinforces their feeling of competence, job control, confidence and being valued and respected
- self-development; their opportunity for training and development, new experiences and further education
- career development and progression; opportunity to grow and progress to the extent of their ambitions
- the future; job security, freedom from concerns/anxiety about the present and future.

2. Their job,

- workload; a fair and reasonable workload that has a meaningful outcome and can be achieved without undue overtime and pressure,
- challenges; demanding work commensurate with their acceptance of risk and ambiguity

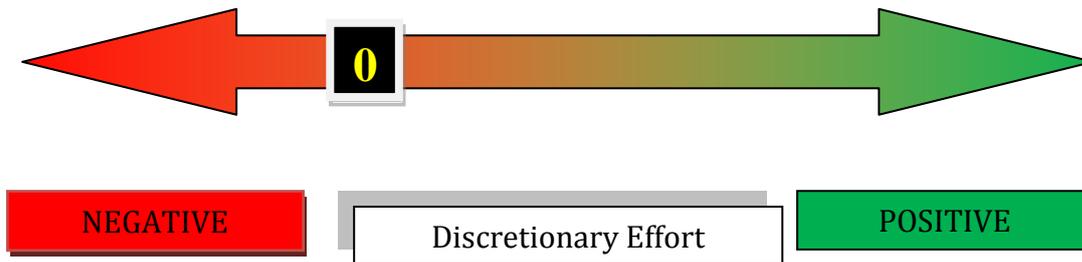
- role; understanding of how the role contributes to achieving organisational objectives
- results; understanding of the significance of the role in achieving organisational objectives
- rewards; fairness and equity of remuneration for responsibilities and workload
- recognition; extent of supervisory and peer recognition, respect and appreciation for contribution made.

3. Their workplace:

- work team and peers; quality of relationships extent of mutual respect , trust and team orientation
- organisation; organisational reputation, standing and corporate citizenship, employer of choice practices,
- management; managerial strategic & execution competence, openness and fairness, delegation ability, support and freedom from blame and fear
- culture; functionality, energy v ennui, interest v micro-management of the mundane.

The more people's workplace needs and wants are satisfied the more they become engaged. The more they become engaged the greater their discretionary effort – effort above their job description. This is particularly shown in the extent to which they give their time and talent beyond their remuneration package.

Discretionary Effort



Of course, not all employees are engaged.

Research has shown that:

- ➔ Only between 11 & 20% of an organisation's staff are fully committed to their organisation and have a strong emotional commitment to their job, team and managers
- ➔ Some 60%+ of staff are only moderately committed, and a frightening
- ➔ 19%-25% are disaffected or disengaged, put minimal effort or may even be activity working against the organisation.
- ➔ Moving from low to high effort in employee performance can improve performance by 20%
- ➔ Moving from strong disengagement to strong engagement decrease the probability of departure by 87%
- ➔ Moving staff from strong non-commitment to strong commitment can result in a 57% increase in discretionary effort
- ➔ For every 10% improvement in employee commitment, employees will increase their discretionary effort by 2% resulting in 2% increase in bottom-line, indeed,
- ➔ A study of 2000 companies from 1999 to 2003 has shown the dramatic bottom-line effect shareholder return: Organisations with:
 - ✓ 49% of employees of with strong levels of engagement had an average shareholder return of 20.2%
 - ✓ 49%-60% of employees with only moderate levels of engagement had an average shareholder return of 5.6% (Bank interest rate level)
 - ✓ less than 40% engaged had an average negative shareholder return of -9.6%.

Conclusion

By improving the levels of employee engagement from indifferent or destructive to committed and fully committed you will impact both staff and management which means a more productive culture and better organisational outcomes.

The College for Adult Learning provides a suite of Human Resource Management and Leadership courses as well as individual coaching models that can help Managers and Supervisors enhance their people management skills.

Contact CAL for more information.

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About Michael Meere

Michael is a professional & academic in the field of human resources management (HRM). He is the CEO and founder of *Human Resources Business Partners HRBP* a worldwide business and HRM consultancy focusing on global human resources challenges and solutions. Michael is also a part-time prac-academic (as he likes to refer to think of himself) supporting post graduate HR Masters students in their studies and research projects. He is known in the field as a speaker and writer on global HR trends and issues and more recently has developed a comprehensive set of HR metrics and measures designed for ease of use by busy HR practitioners. He is the author of over 50 articles and columns and has developed a large range of tools for HR professionals.

Michael is working in partnership with the College for Adult Learning to provide a range of consultancy services and specialised training development options for HRM Practitioners.