

Guide to Employee Engagement

Inspired learning = power.
Enjoy this resource from



Employee Engagement

Why should you care about how engaged your employees are? Ultimately, employee engagement is the single biggest factor influencing employee performance, and therefore your business' bottom line.

High employee engagement leads to multiple organisational benefits³:

- 37% less absenteeism and employee turnover
- 48% fewer safety incidents
- 41% fewer product defects
- 21% higher productivity
- 22% higher profitability

Employee engagement may seem intangible, yet there are different ways to measure it. What you can measure, you can improve.



Customer feedback

A simple way to measure how engaged your staff are is to ask the customers they serve. Instead of commissioning costly surveys, ask customers for their experience interacting with your staff.

Discretionary effort and intent to stay

There are two dimensions when evaluating employee engagement:

- **Discretionary effort** - The level of effort people could give if they choose to, above and beyond the minimum required to perform their role. Sometimes referred to as 'going the extra mile'.
- **Intention to stay** - How likely they are to remain with your company, based on their perspective on whether staying is good for their career.

A highly engaged workforce will have people who are happy to go the extra mile and be around for a good while helping to keep your customers loyal. The diagram below is a good way of understanding how people with different employee engagement profiles contribute to your business.

Dimensions of employee engagement



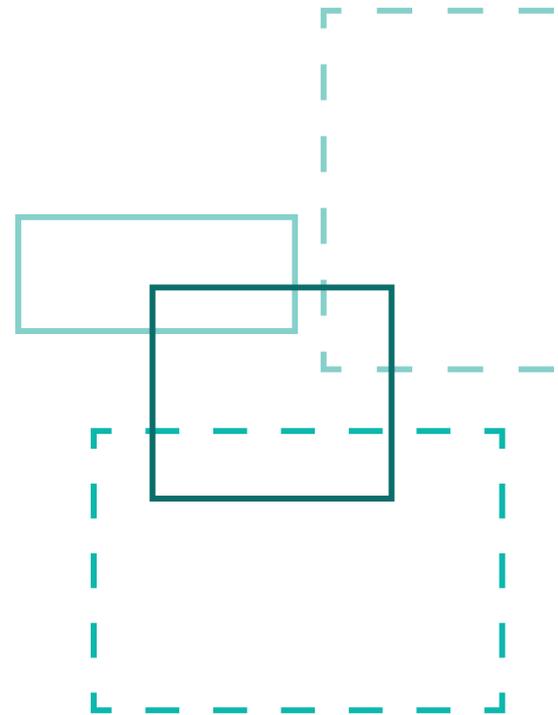
True Believers. They put in extra effort and intend to stay. Some may have been with you since the start, and will feel more like “family” than employees. Nurture these people if you have them in your organisation, as it is likely your business won’t flourish without them.

Achievers. They may not intend to stay with you for long, but they will put in extra effort whilst they are with you, often so they can add to their resume. Typical of this group is the “Gen Y” born between 1977 and 1994.

Stayers. Some staff are not ambitious about career progress, but they hold a wealth of knowledge and are often the reliable staff that keep your customers loyal.

Underminers. They don’t put in any extra effort, and don’t intend to stay. They will go out of their way to undermine and sabotage what you want to achieve. These people are dangerous in your organisation and you need to quickly turn them round or manage them out.

You can probably identify where most of your staff currently sit on this matrix. Over time, individual employees may change from being positively engaged to being negative and turned off. A good HR consultancy can work with you to shift individuals and groups of staff back into the positive.



23 motivators of engagement

The dilemma faced by employers is succinctly summed up in the findings of the 2014 Towers Watson Global Workforce Study covering 32,000 people in 26 markets⁴:

- 90% of senior leaders recognise the value of employee engagement
- 79% consider it to be a key driver of performance
- Only 24% believe their employees are engaged

The Gallup Organisation warns of a global crisis after releasing research findings that 87% of workers around the world are disengaged at work, resulting in up to \$550 billion a year in lost productivity⁵.

- Only 31.5% of working adults are motivated by Purpose at work.
- More than 90% of millennials are job-hopping every two to three years because their high need for impact (64%) and learning (62%) are not being met in one workplace.
- Money only motivates 9% of millennials.

What can people managers everywhere do about this?

The three ways suggested for unlocking employee engagement are:

1. Understand individual motivators
2. Develop your people
3. Praise effort, reward results

To help you get started, take a look at the 23 motivators distilled from a study of more than 850,000 working adults, and start gathering intelligence on which ones are important to the different people in your workforce.



Gallup Q12 Survey

The Gallup Q12 Survey is an international survey that has been run for many years. The 12 questions have been refined as the key measures of employee engagement.

- As a HR exercise, get your workforce to answer the questions listed in the Resources section at the end of this eBook.
- If the answer to any question is NO, what actions would you take?



VELPIC TIP!

A cost-effective way to engage employees is to give them what they value - professional development. Velpic provides the eLearning platform that makes this easy to achieve as you can create, schedule, deliver and report on training activities from our next-gen eLearning solution that is ready to bring Virtual Reality training to the masses.



Resources

We hope you have found this guide for managing people for maximum performance helpful in creating a workplace where everyone is inspired to perform at their best.

As you can appreciate, there is a great deal involved in managing the people assets in your business. Like any assets, you need to invest in them. Doing so helps you build your credentials

as an Employer of Choice who is rewarded with loyal and engaged employees.

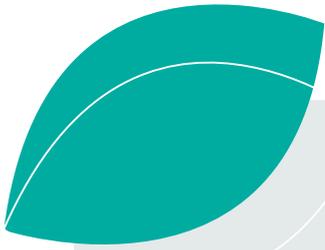
Here is an [Infographic](#) and [blogs](#) on the topic that may interest you, as well as the Gallup employee engagement survey you may like to share with your workforce to understand it better.

Gallup Q12 survey

The Gallup Q12 Survey is an international survey that has been run for many years. The 12 questions have been refined as the key measures of employee engagement

Fill in the survey form. If you have answered NO to any questions, what actions would you take?

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?



Visit Velpic.com/human-resources-industry to find out how our online training software can help you create better learning programs.

Try Velpic for free
Velpic.com

