Employee Engagement

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Employee Engagement

Agenda

- What is engagement and why does it matter?

- What is a realistic level to expect?

- What leads to employee engagement?

- Challenges

- Conclusion

What we are facing?

- Cynicism
  - Belief that organisation lacks integrity
  - Negative feelings towards organisation
  - Disparaging and critical behaviours towards the organisation

- Burnout
  - Emotional exhaustion
  - Depersonalisation
  - Diminished sense of accomplishment

Think of the last time you had a moment of cynicism or burnout. What lead to that situation?

Why cynicism and burn out?

- Downsizing & redundancies
- Political behaviours, unethical behaviours, scandal
- Inequitable compensation
- Poor change management
- Longer working hours
- Work intensification
- Increased emotional labour
- Job insecurity & associated anxiety
- Poor communication & widespread gossip
- Ineffective leadership & management

Employee Engagement

- Difficulty defining engagement
- Alignment of job satisfaction and maximum job contribution – Blessing White
- Vigour, dedication, absorption
  - Need to understand more about what engagement looks like in practice – information we have focused on primarily – employee attitudes (degree to which employees describe themselves as engaged) – behaviour is the missing link

Employee Engagement

- Need to understand the process of engagement more

- Why does it matter? Links to productivity/profit

- Organisations need to get more for less – one way to do this is through people; engaged employees do more for less

- Paradox – having to do more for less can lead to disengagement!

So, Employee Engagement important but not that common!

- 1 in 4 disengaged globally – Forbes 2013

- 36% of employees engaged CIPD Outlook report 2013

Employee engagement – what are we looking for?

- Need to ask yourself what behaviour you are looking for…behaviour that is hard to replicate
  - Citizenship behaviour
  - Innovative behaviour
  - Team work
  - Continual learning and development
  - Task related behaviour

EE- what do we expect?

- Should what we want equal what we expect?
- What is a realistic level of engagement?
  - Employees often asked to work longer hours, take on greater responsibility, be more flexible, tolerate change and ambiguity – and to be engaged while doing it….
- Is it realistic to expect full engagement all of the time?

Who's responsibility is engagement?

- Leadership
- HR
- The individual employee
- All of the above!
- So what do we look at?....

Employee Engagement

- Trait engagement
  - Individual difference

- State engagement
  - Varies from day to day, moment to moment
  - Influenced by situation

What engages us?

- A challenging (but not too challenging!) and fulfilling job

  - Job design – skill variety, task identity, task significance, autonomy, feedback (Hackman and Oldham)
  - Jobs that are meaningful, challenging, autonomous

Concept of flow
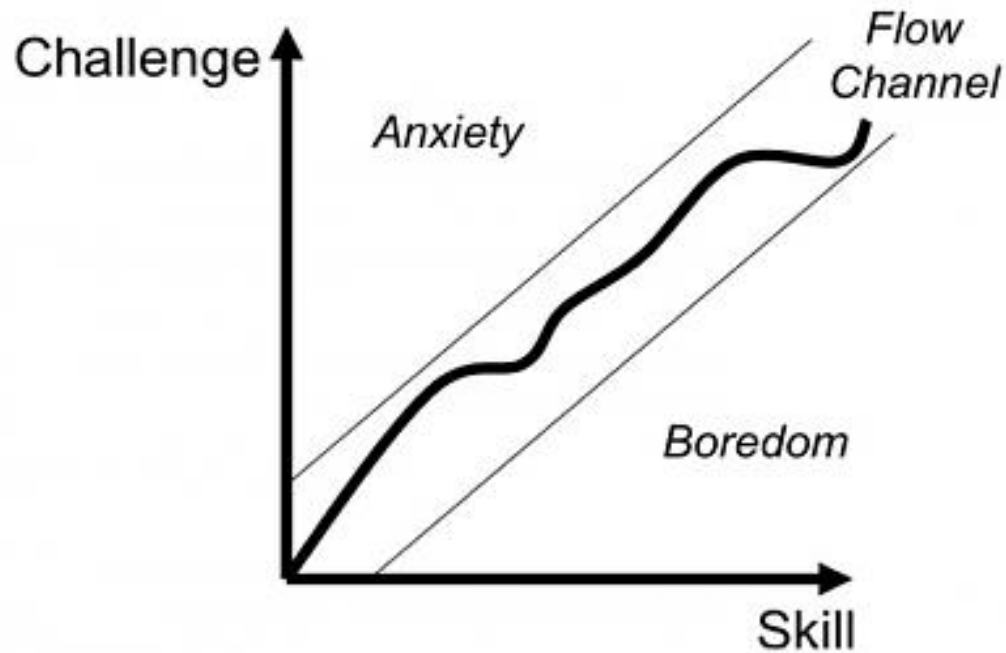
"Flow" concept by Mihaly Csikszentmihalyi.   Drawn by Senia Maymin.

Employee engagement

- But how pervasive are these jobs?

What engages us?

- Understanding how your work fits into the bigger picture
- Evidence that what you do matters and is valued – bring meaning to our work
  - Compelling vision and mission
  - Intellectual disability sector does have a compelling mission but employees need to see link between **what** they are doing and **why** they are doing it

What engages us?

- So what is a compelling vision/mission?
- Aligning employees goals and aspirations with those of the organisations
- We will give more if we believe in the vision – sense of being part of something important
  - Our mission: to make people happy - Disney
  - Our Mission: to progressive policies, sound research, effective practices, and universal human rights for people with intellectual and developmental disabilities.
    - American Association on Intellectual and Developmental Disabilities

What might hinder engagement here?

- Espoused values are not enacted
- Conflicting goals
- System, processes, people who conflict with the mission/values of the organisation

What engages us?

- The environment we work in – need to understand employees aspirations and expectations

- Organisation culture

- Reward, feedback and recognition, progression and development, fair processes, rules and regulations that do not stifle engagement (is that possible?)

Who engages us?

- Authentic/transformational leadership
  - Self-Awareness – personal insight into themselves and impact they have on others
  - Internalized moral perspective – internal moral principles guide behaviour; ability to resist pressure
  - Balanced processing – ability to analyse information objectively; remain unbiased
  - Relational Transparency – open and honest in presenting true self to others

Leadership and EE

- Relationship with manager more important for those who are disengaged the those who are engaged
  - Leaders play a role by promoting meaning in work through vision (big picture) and daily interactions

Relationship with manager

- How engaged are you as a manager?
- Do we expect behaviour we do not exhibit?
  - Little attention given in the literature to those running the organisation
- It is often seen as something organisations are trying to do to employees rather than a quality that leaders are demonstrating through their own behaviour – if this is the case interventions will fail

Trust and organisational justice

- Trust plays a pivotal role – meaning and engagement in workplace linked to trust and integrity (Cartwright and Holmes,2006; MacCurtain, 2005)
  - Leads to bottom line results
  - Trust in competency, benevolence and integrity

Organisational Justice

- Distributive justice – the outcome
  - Recent economic downturn has led to changes in contracts, pay etc leading to a perception of low distributive iustice

Procedural justice – the processes

- Fairness of procedures to determine outcomes in terms of consistency, accuracy, correctability, representativeness, freedom from bias and ethicality
  - PJ especially important in these times as people more vigilant and more suspicious
  - We are finding that well designed policies and procedures may be in place..but are not be used
- Examine processes around performance management, bullying, redundancies etc
  - E.g performance management – outcomes or behaviour based/development opportunities/recognition and constructive criticism

Procedural Justice

- Involvement – Do processes allow for employee involvement?
- Need to be clear what the levels of involvement are
  - Do not get people involved unless you are committed to taking input on board
- Do employees have skills needed to be involved meaningfully?
  - Training in communication, management, conflict management etc
  - Buddy system for new employees
- If you cannot get people involved in what to change, get them involved in how to change it

Interactional Justice

- How employees are treated
- Extremely important during difficult times e.g redundancies (Folger and Sharlicki, 2001) and disengagement
- Two variables in the literature
  - Dignity/respect
  - Explanation – move from what and how to why
- Difference between PJ and IJ – PJ are what the processes are and IJ is how they are managed
  - People who design the processes are often not the ones who implement them

Interactional Justice

- Explanation
- Shaw et al (2003) found that explanation reduced the risk of resentment by 43%
- However, also found that managers distance themselves from bad news
- Why?
- Toxic decision making

Interactional Justice

- Emotional discomfort
- Fear of being blamed
- Fear of making a bad situation worse
- Fear of providing foundation for eventual lawsuit
- Do not agree with the message they have to give
  - (Folger and Sharlicki, 2001)

Interactional Justice

- Our findings suggest that IJ is linked to peer support
- Peer support extremely important – especially in intellectual disability sector

Practical Take Aways

- Reiterate why people are here – the meaning and value attached to the work
- Service user the priority
- Espoused values should = enacted values
- Look after the hygiene factors first
  - Cannot be engaged if dissatisfied with hygiene factors..safety, pay, work conditions etc

Practical Take Aways

- Training and development
  - Both on the job training but also training that will enhance overall development as a person/employability
  - Shared training is one means of creating coherent support strategies across all staff on the team. Yet, training per se may be insufficient unless service managers are also committed and they exercise the practice leadership required to inculcate new ways of working

Practical Take Aways

- Training and Development for managers
  - Recognition, difficult situations, leadership skills
- Improving the working schedule/ways of working – increasing autonomy and job control where possible/appropriate
- Reflecting on priorities
- Project working
- Performance feedback

Practical Take Aways

- Peer Support

- Leader Support

- Personal Resources
  - Resilience, mindfulness, emotional intelligence

Challenges

- Definition – need further understanding – also behaviour missing link

- When exploring the concept and asking employees what they need/expect, need to be ready for answers you may not like or expectations you cannot meet (e.g more training – no budget!)

- Hard to achieve in times of recession

Conclusion

- Engagement – first need to ask – how engaged am I?

- Engagement – 2 way street – need to acknowledge our responsibility

- How realistic/fair is it to expect full engagement all the time?

- The pivotal role of trust – something that managers can influence

Thank You

Creating the best workplace on earth

- How close is your organization to the ideal?
- To find out, check off each statement that applies. The more check marks you have, the closer you are to the dream.
- Let Me Be Myself
- ☐ I'm the same person at home as I am at work.
  ☐ I feel comfortable being myself.
  ☐ We're all encouraged to express our differences.
  ☐ People who think differently from most do well here.
  ☐ Passion is encouraged, even when it leads to conflict.
  ☐ More than one type of person fits in here.
- Tell Me What's Really Going On ☐ We're all told the whole story.
  ☐ Information is not spun.
  ☐ It's not disloyal to say something negative.
  ☐ My manager wants to hear bad news.
  ☐ Top executives want to hear bad news.
  ☐ Many channels of communication are available to us.
  ☐ I feel comfortable signing my name to comments I make.
- Discover and Magnify My Strengths ☐ I am given the chance to develop.
  ☐ Every employee is given the chance to develop.
  ☐ The best people want to strut their stuff here.
  ☐ The weakest performers can see a path to improvement.
  ☐ Compensation is fairly distributed throughout the organization.
  ☐ We generate value for ourselves by adding value to others.

Creating the best work place on earth

- **Make Me Proud I Work Here**
- ☐ **I know what we stand for.**
  ☐ **I value what we stand for.**
  ☐ **I want to exceed my current duties.**
  ☐ **Profit is not our overriding goal.**
  ☐ **I am accomplishing something worthwhile.**
  ☐ **I like to tell people where I work.**
- **Make My Work Meaningful**
- ☐ **My job is meaningful to me.**
  ☐ **My duties make sense to me.**
  ☐ **My work gives me energy and pleasure.**
  ☐ **I understand how my job fits with everyone else's.**
  ☐ **Everyone's job is necessary.**
  ☐ **At work we share a common cause.**
- **Don't Hinder Me with Stupid Rules**
- ☐ **We keep things simple.**
  ☐ **The rules are clear and apply equally to everyone.**
  ☐ **I know what the rules are for.**
  ☐ **Everyone knows what the rules are for.**
  ☐ **We, as an organization, resist red tape.**
  ☐ **Authority is respected.**
- Goffee and Jones – Creating the best workplace on earth, HBR, May 2013