

EMPLOYEE ENGAGEMENT



What is employee engagement?

In simple terms, employee engagement is the degree to which employees:

- Share a sense of purpose and alignment with their organisation
- Feel valued and recognised for their contributions
- Experience their workplace as fair and supportive, with a genuine concern for diversity, voice, equal opportunity, health and safety

From this perspective, employee engagement can be viewed as:

- A person-centred strategic approach
- A way of practically aligning organisational and individual goals
- A description of measured outcomes

Employee engagement is the key to sustainably harnessing people's potential, improving service quality, increasing client satisfaction and reducing costs.

What's the evidence?

In different countries, research has found that highly-engaged employees:

- Are less likely to leave an organisation
- Are more likely to have above average productivity
- Have significantly less sick days a year
- Have a positive impact on business and financial performance
- Are significantly more likely to stay back late or help someone at work
- Are far more likely to do something good for the organisation that is not expected of them

Furthermore, organisations with highly-engaged employees:

- Have higher profitability
- Have higher customer ratings
- Out-perform organisations that don't have engaged employees by up to 200 per cent

Key findings from a comprehensive two-year NDS and Voice Project survey were remarkably consistent with this research.

Engagement surveys can be carried out to measure employee engagement on a range of indicators.

How is employee engagement cultivated and nourished?

Employee engagement results from a sustained focus on three key things:

- People need to understand the organisation's purpose and strategy, as well as how their role contributes to the achievement of that purpose and strategy.
- People need to feel valued. Listen to their ideas, seek their feedback and ensure that there are ways for them to contribute to, improve and positively impact the work they do. Recognise their achievements in the context of their contributions to the organisation's purpose and strategy.
- Make sure the workplace is fair, supportive, free from harassment and bullying, and genuinely concerned for diversity, voice, equal opportunity, health and safety.

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Engagement is nourished by:

- A sense of purpose and alignment with the organisation's objectives
- A sense of achievement
- A feeling of being valued
- A sense of emotions being respected
- A sense of being treated fairly
- The satisfaction from making a difference

Employees seem to be more engaged the more they personally experience their workplace as purposeful, inclusive, fair and safe.

“When you do what it takes to facilitate progress in work people care about, managing the organisation becomes more straightforward. You don't need to parse people's psyches or tinker with their incentives, because helping them succeed at making a difference virtually guarantees good work life and strong performance.” **Amabile and Kramer 2011**

If you want to know more:

Engaging the workforce for disability 2014

www.nds.org.au/resources/all-resources/nds-employee-engagement-survey-ees

Staff engagement: Ideas for action 2016

www.hays.com.au/staff-engagement/index.htm

Voice Project: Employee engagement

www.voiceproject.com/research/employee-engagement

“Voice bites” fact sheets

www.voiceproject.com

Do your own engagement survey – 7Ps of Performance

www.nds.org.au/resources/nds-employee-engagement-survey-ees

Helen Sanderson and Associates

www.helensandersonassociates.co.uk

Working Together for Change: Citizen-led change in public services 2016

www.helensandersonassociates.co.uk/wp-content/uploads/2016/01/Working-together-for-Change.pdf

Creating person-centred organisations: Strategies and tools for managing change in health, social care and the voluntary sector 2012

Stirk, S. and Sanderson, H. Jessica Kingsley Publishers: London

Person-centred teams: A practical guide to delivering personalization through effective team-work 2014

Sanderson, H and Lepkowsky, M.B. Jessica Kingsley Publishers: London

Workplace bullying

www.worksafe.tas.gov.au/bullying

Why employee engagement matters

www.youtube.com/watch?v=dSfDROxCuxI [2:40]

Doug Conant, Campbell Soups CEO

conantleadership.com/the-campbell-soup-story [12:28]

www.youtube.com/watch?v=HGpb3JHr3PU [5:28]

www.youtube.com/watch?v=9buGE_vKxcc [5:36]

The power of small wins, Amabile and Kramer

hbr.org/2011/05/the-power-of-small-wins

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