Employee Engagement FOR **MANAGERS**

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INTRODUCTION

- Employee engagement is the degree to how invested employees are in both their everyday work and the success of the organization.
- Engaged employees feel satisfaction with work and feel a sense of purpose in their jobs. They have a positive emotional connection with the organization.



Employee Engagement is a crucial factor in determining an organization's success, as engaged employees are more productive, motivated, and committed to achieving the organization's goals.

What are the benefits of employee engagement?

Employee engagement in nonprofits is a key driver of performance and retention. When employees are engaged in their work, they're more likely to be productive and reliable. Organizations with engaged employees see a 41% decrease in absenteeism.[1]

This in turn leads to:

- Less burn-out,
- Staff who are more likely to stay,
- Higher quality work,
- And greater loyalty to your organization.



[1] Jim Harter, Employee Engagement vs. Employee Satisfaction and Organizational Culture Gallup, 2017.

State of Things Worldwide

Gallup's "State of the Global Workplace" 2022 report found that globally, employee engagement is at just **21%**. The report divided employees into three types based on their engagement. Imagine out of 100 people in your business: 21 people are powerfully rowing toward your company goals.

Forbes.com



POOR MANAGEMENT PRACTICES

Who is responsible for employee engagement?

Research has shown that a lack of engagement is often linked to poor management practices, including:

- a lack of communication
- unclear expectations
- and insufficient support

Therefore, it is essential for managers to take responsibility for employee engagement and to proactively work towards creating a work environment that encourages employee motivation and commitment.

Leadership and management practices can play a significant role in contributing to the lack of employee engagement

Contributing factors to a lack of employee engagement:

1. Poor Communication
2. Lack of Trust
3. Micromanagement
4. Lack of Recognition and Rewards
5. Poor Work-Life Balance
6. Failure to Provide Career Development

1. POOR COMMUNICATION

- A lack of clear communication from leaders and managers can lead to confusion, misunderstandings, and disengagement among employees. When employees are unsure about their roles and responsibilities, or if they do not receive feedback on their work, they may become disengaged and demotivated.

2. LACK OF TRUST

Employees need to feel that their leaders and managers have their best interests at heart. When leaders and managers are perceived as dishonest or insincere, employees may become disengaged and lose faith in the organization.

3. MICROMANAGEMENT

Micromanagement: When leaders and managers micromanage employees, it can lead to a lack of trust and autonomy, making employees feel undervalued and untrusted. This can result in disengagement and a lack of motivation to perform their best work.

4. LACK OF RECOGNITION AND REWARDS

When employees feel that their hard work and efforts are not recognized or rewarded, they may become demotivated and disengaged. This can happen when leaders and managers fail to provide adequate feedback or when the organization does not have a clear system for recognizing and rewarding employees.

5. POOR WORK-LIFE BALANCE

Leaders and managers who do not prioritize work-life balance may create an environment where employees feel overworked and stressed, leading to burnout and disengagement.

6. FAILURE TO PROVIDE CAREER DEVELOPMENT

Employees who feel stuck in their current role with no opportunities for growth or advancement can quickly lose motivation and become disengaged. Without the prospect of learning new skills, taking on new challenges, and progressing in their careers, employees may feel like their work is monotonous and unfulfilling.

- **Low morale:** A failure to provide career development can lead to low morale. Without career development opportunities, employees may feel like their employer isn't invested in their success or doesn't care about their future.

6. MORE ON FAILURE TO PROVIDE CAREER DEVELOPMENT

- **Talent retention:** Employees who are invested in their careers and are looking to grow may leave a current job if they feel there are no opportunities for advancement. This can lead to a loss of top talent, resulting in higher recruitment and new hire training costs.
- **Reduced productivity:** Unengaged employees are less likely to be productive or committed to their work. Without career development opportunities, employees may feel less motivated to perform at their best, leading to a decrease in productivity and quality of work.

STRATEGIES TO IMPROVE EMPLOYEE ENGAGEMENT

STRATEGIES TO IMPROVE EMPLOYEE ENGAGEMENT

1. Poor Communication □ CLEAR COMMUNICATION
2. Lack of Trust □ TRANSPARENCY
3. Micromanagement □ AUTONOMY
4. Lack of Recognition and Rewards □ EMPLOYEE RECOGNITION
5. Poor Work-Life Balance □ FLEXIBLE ARRANGEMENTS
6. Failure to Provide Career Development □ CULTIVATING CAREER OPPORUNITIES

Poor Communication □ CLEAR COMMUNICATION

A research study analyzed communication between employers and employees and its impact on engagement levels. The findings supported the general definition of engagement as a sense of shared responsibility between both supervisors and employees, proving that establishing communication with your employees has a wide range of benefits and can work wonders for a company's employee engagement levels.

Poor Communication CLEAR COMMUNICATION

- Many employees feel reluctant to share their concerns and opinions with their managers. They may feel that their managers don't pay much attention to them or fail to take action. Encouraging employees to share their concerns improves engagement.
- Practicing reflective listening helps managers to understand the message, through attentive communication.
- Making employees understand they are respected helps them to respect you back, which can improve engagement.
- Acknowledging employee views is a way of recognizing a diverse range of ideas and respecting what they say, even though in the end you may still agree to disagree.
- Seeking employee inputs actively helps to boost job satisfaction levels.

Lack of Trust TRANSPARENCY

Foster transparency within your nonprofit

The importance of transparency in nonprofits is crucial. Donors want transparency into where their money is going. And employees want to feel informed and involved in the decisions that affect their work.

Transparency is a crucial element of improving employee engagement in any organization. By promoting trust, clear communication, employee feedback, and motivation, transparency can help organizations create a more engaged and committed workforce.

How do managers foster transparency?

1. **Building Trust:** When employees feel that management is open and honest about its decisions and operations, they are more likely to trust their employers. This can improve employee engagement, as employees are more likely to be committed to their work and the organization.
2. **Employee Feedback:** When management is transparent, employees are more likely to provide feedback on their work environment, work processes, and other aspects of their job. This feedback can help management identify areas for improvement and make changes to better meet employee needs.

How do managers foster transparency?

Motivation: When employees feel that their work is valued and that they are contributing to the organization's success, they are more motivated to work harder and to stay with the organization. Transparency can help employees see the impact of their work and the organization's progress, which can increase their motivation and engagement.

Micromanaging Autonomy

Micromanagement can be a significant source of employee disengagement, as it can make employees feel undervalued, untrusted, and unable to contribute to the organization in a meaningful way. The next two slides show ways that a manager can avoid micromanagement and improve employee engagement:

Micromanaging Autonomy

- **Clarify expectations:** Make sure employees understand what is expected of them and provide them with clear goals and objectives. This will help them to take ownership of their work and feel more confident in making decisions independently.
- **Provide resources:** Ensure that employees have the necessary resources, tools, and training to complete their work independently. This will help them to feel more empowered and confident in their abilities.
- **Offer support:** Although autonomy is essential, it is also essential to provide employees with support and guidance when needed. Managers should be available to answer questions, provide feedback, and offer guidance as needed.

Micromanaging Autonomy

- **Encourage creativity:** Provide employees with opportunities to explore new ideas and approaches. This can help to foster innovation, creativity, and a sense of ownership in the work.
- **Recognize and reward:** Acknowledge the hard work and achievements of employees. This can be as simple as saying thank you, providing positive feedback, or offering small rewards or incentives. This will help to reinforce the importance of autonomy and encourage employees to continue taking ownership of their work.
- **Delegate authority:** Give employees the authority to make decisions independently. This will help to build trust and confidence and foster a sense of ownership and responsibility.

Lack of Recognition and Rewards EMPLOYEE RECOGNITION

First, identify the kinds of rewards and recognition that will be most meaningful to your team members by getting to know them and understand what motivates them.

Take the time to celebrate achievements when team members achieve their goals or go above and beyond. This can be as simple as giving them a shout-out in a team meeting or sending an email to the company recognizing their hard work.

Provide regular feedback. This is important for helping team members improve and grow in their roles. Let people know how their contributions are valued.

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Lack of Recognition and Rewards EMPLOYEE RECOGNITION

- Provide flexibility as way to recognize and reward team members. This could mean allowing them to work from home, if they are not doing so, offering flexible schedules, or giving them time off to attend to personal matters.
- It's important to show gratitude to team members for their hard work and contributions. This can be as simple as saying "thank you" or giving them a small token of appreciation like a gift card.

Poor Work-Life Balance FLEXIBLE ARRANGEMENTS

Although managers may not have ultimate authority, they can still play an important role in helping their team members achieve a better work-life balance, even if they don't have control over company policies.

Whenever possible, be flexible with your team members' schedules. If they need to leave early to attend a child's school event or have a doctor's appointment, try to accommodate their schedule.

Encourage your team members to take breaks and use their vacation time. This can help them recharge and prevent burnout.

Make sure your team members know what is expected of them and what their priorities should be. This can help them manage their time more effectively and avoid feeling overwhelmed.

Make sure your team members are not overworked. Keep an eye on their workload and help them prioritize tasks so they can manage their time effectively.

Failure to Provide Career Development □ CULTIVATE CAREER OPPORTUNITIES

As a manager, one of your important roles is to help your team members grow and develop in their careers. Here are some ways you can learn to cultivate career opportunities for your team:

- Start by understanding each team member's strengths, skills, and interests. This will help you determine what kinds of opportunities might be a good fit for each individual.
- Encourage your team members to set specific goals for their careers. This can help them focus on what they want to achieve and give you a better understanding of what they're looking for.

Failure to Provide Career Development □ MORE WAYS TO CULTIVATE CAREER OPPORTUNITIES

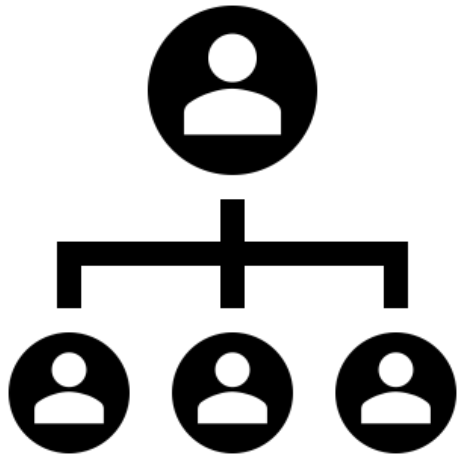
- Work with each team member to develop a career development plan that outlines the steps they need to take to reach their goals. This can include training, mentoring, job shadowing, or other opportunities.
- Look for training and development opportunities that align with your team members' career goals. This could include attending conferences, taking courses, or participating in on-the-job training programs.
- Foster a culture of growth: Create a culture where learning and growth are valued. Encourage your team members to take on new challenges and provide them with opportunities to stretch their skills and knowledge.

Failure to Provide Career Development □ MORE WAYS TO CULTIVATE CAREER OPPORTUNITIES

- Help your team members build relationships within the company and in their industry. This can help them find new opportunities and learn from others in their field.
- Be an advocate for your team members and help them navigate internal processes to advance their careers. This can include introducing them to other managers or leaders in the company or advocating for promotions or raises.

MEASURING ENGAGEMENT

How can you measure employee engagement?



A lack of engagement is often linked to poor management practices, including a lack of communication, unclear expectations, and insufficient support. Therefore, it is essential for managers to take responsibility for employee engagement and to proactively work towards creating a work environment that encourages employee motivation and commitment.

WHAT WILL WE MEASURE?

There are various methods an organization can use to measure employee engagement, including:

1. Employee surveys: Conducting surveys is a common and effective way to gather feedback from employees about their level of engagement. Surveys can cover a range of topics such as job satisfaction, work environment, leadership, communication, and training and development opportunities.
2. Focus groups: In addition to surveys, focus groups can provide valuable insights into employee engagement by allowing for more in-depth discussions and the opportunity to explore specific issues or concerns in greater detail.
3. Performance reviews: Performance reviews can also provide some indication of employee engagement by assessing factors such as productivity, attendance, and work quality.
4. Employee retention rates: High levels of employee turnover can be a sign of low engagement, so tracking retention rates over time can provide some indication of how engaged employees are.
5. Absenteeism rates: Similar to retention rates, high levels of absenteeism can be an indicator of low employee engagement, as employees may be disengaged or demotivated.
6. Observation: Observing employee behavior and interactions in the workplace can provide valuable insights into engagement levels, such as enthusiasm, motivation, and willingness to collaborate.

It is important to note that measuring employee engagement should be an ongoing process, and the results should be used to inform strategies and actions aimed at improving engagement levels over time.

Employee Retention

Employee retention refers to the ability of an organization to keep its employees over a period of time. It measures the percentage of employees who remain employed with the company for a specific period, typically a year or more. High employee retention is generally seen as a positive sign, as it suggests that employees are satisfied with their jobs, engaged, and committed to the organization.

Improving Employee Engagement: Measurement

Measure your nonprofit team's engagement proactively

Sometimes, it can be difficult to tell if employees are disengaged at work or if changes will make a difference. That's why measurement is so important. Four ways to measure engagement include:

1. Surveys
2. Focus Groups
3. Performance Metrics
4. One-on-one Meetings

Overall, a combination of these methods can provide a comprehensive understanding of employee engagement levels. Measurement allows managers to step in and make meaningful changes before top performers leave.

Employee Surveys

Employee engagement surveys are an effective way to gather data on employee engagement levels. These surveys typically consist of a set of questions that employees answer anonymously. The questions can cover a range of topics such as job satisfaction, communication, leadership, and company culture. The results of the survey can be used to identify areas of strength and weakness and to develop strategies to improve engagement.

Employee Surveys

Some sample questions are:

1. On a scale of 1 to 5, how satisfied are you with your job, with 1 being the lowest and 5 the highest.
2. Do you feel that your work is meaningful and makes a difference? Why or why not?
3. On a scale of 1 to 5, how would you rate your relationship with your immediate supervisor?
4. How often are your opinions and ideas valued and listened to by your superiors? (Never, Sometimes, Always)
5. Would you recommend this company as a great place to work to a friend or family member? Why or why not?

Focus Groups-1

- Focus groups are small groups of employees who come together to discuss their perceptions of the organization.
- The discussions are usually led by a facilitator who asks questions and encourages participants to share their opinions.
- The information gathered from focus groups can provide insights into the factors that contribute to employee engagement.
- You can use survey questions as a starting point, but the questions for a focus group should be different.

Focus Groups-2

- Focus groups are meant to be more interactive and allow for more open-ended discussion,.
- Additionally, focus groups are designed to generate qualitative data, while surveys are designed to generate quantitative data.
- Design focus group questions to encourage participants to share their thoughts, opinions, and experiences in a more conversational and open-ended way.
- The moderator may ask questions that are more exploratory, asking participants to describe their experiences or opinions in more detail, or to share stories or examples that illustrate their perspectives.
- The questions should also be designed to encourage dialogue and debate among participants, rather than just eliciting individual responses.

Performance Measures

Employee engagement can also be measured using performance metrics such as absenteeism rates, turnover rates, and productivity levels. High levels of absenteeism and turnover can be indicators of low employee engagement.

- Employee turnover rate: This metric measures the percentage of employees who leave the company in a given period of time. A high turnover rate may indicate low employee engagement, as employees may be more likely to leave if they do not feel valued or connected to the company.
- Employee satisfaction surveys: Ask questions to gather information about employee attitudes towards their work, their colleagues, and the company as a whole. Results can be analyzed to identify areas for improvement and track changes in employee engagement over time.
- Attendance and punctuality: Engaged employees are generally more motivated to show up to work on time and have fewer absences than disengaged employees.

Performance Measures

- Quality of work: Engaged employees are typically more focused, productive, and committed to producing high-quality work.
- Productivity: Engaged employees are generally more motivated and efficient, leading to higher levels of productivity.
- Employee retention rate: This metric measures the percentage of employees who stay with the company over a given period of time. A high retention rate may indicate high levels of employee engagement and satisfaction.
- Employee referrals: Track the number of employee referrals received for open positions. Engaged employees are more likely to recommend the company to their friends and acquaintances, which can lead to higher-quality hires and lower recruiting costs.

One-on-one Meetings

Managers can conduct one-on-one meetings with employees to discuss their job satisfaction, career goals, and work-related concerns. These meetings can provide valuable insights into the factors that affect employee engagement.

Sources of Information

Employee Engagement vs Employee Satisfaction

State of the Global Workplace: Report 2022

17 Most Effective Employee Engagement Strategies

7 Effective Employee Engagement Case Studies

What is Employee Engagement and How to Improve It? Gallup