



#### **Contents**

"Critically discuss why the interest in employee engagement has increased in recent years and provide examples of how employers have attempted to engage with employees."

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## Introduction Thecasesolutions.com

- Throughout the last decade employee engagement is a concept that has become increasingly mainstreamed into management. (CIPD, 2014).
- Bhuvanaiah and Raya (2014, p.62) describes how "Employee engagement can be seen in terms of a "Positive attitudes," "Behaviour," and a "Psychological state."
- Common terms used for the context of employee engagement include;



- \* "Going the Extra Mile"
  - \* Feeling Valued
- \* Passion for Work.

### Why should your employees be engaged?

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Cowling and James (1994, p.55) highlight how "Too many attitude surveys conducted within companies indicate that staff are not fully motivated, do not have confidence in their leadership and feel that old bonds of loyalty

have broken down."



After a few months on the job if an employee is not noticed "going that extra mile" all extra effort is soon eliminated and the employees full engagement will stop.



(Daniels, 2000 p.66)

Organisations seeking to achieve a competitive edge recognise that investment in the well – being of the workplace can have a positive payback which in turn engages employees....
Organisations that accept this area of concern have well developed initiatives to manage work force well being which can anticipate higher levels of performance.

(Pilbeam and Corbridge, 2010 p.414).

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- · Make use of their own initiative
- Deliver a better service
- Allows Consistency
- Sense of belonging

## Defining Employee Engagement Thecasesolutions.com

- Numerous of definitions exist for employee engagement which every author has their own unique meaning and explanation of.
- Simultaneous investment of organisation members' physical, cognitive, and emotional energies into their role performance. The presence of all three components represents employees' full absorption of themselves into role performance. (Jiang et al., 2015 p.4).
- Most stable definition has three elements including vigour, dedication and absorption. (CIPD, 2014).
  - Internal / External Environments.



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#### Categorizing Employee Engagement

Bhuvanaiah et al., (2014, p.66)

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Almost Engaged

The Engaged

Honey mooners Crash Burners

# Employee Engagement Today Thecasesolutions.com

- Many practitioners consider employee engagement a new human resource practice through which business can cope with uncertain and turbulent industry conditions. (Lee et al., 2015 p.84).
- Mishra (2014, p.183) states Increasingly, organisations and their public relations professionals are recognizing the importance of strengthening internal communication with employees. Internal communication is important for building a culture of transparency between management and employees, and it can engage employees in the organisation's priorities.
- Employees are the most valuable asset at any firm...
   Companies able to get the best out of their workforce are invariably the ones which secure an edge over the competition. (Journal of Development and Learning in Organisations, 2014 p.24).