KnowledgeCity®
Learning Solutions



KnowledgeCity®
EMPLOYEE ENGAGEMENT

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

Table of Contents

Introduction 1

Understanding the Rules of the Game 2

People Matter 3

Understanding Personality 4

Understanding Your Organization 5

Recognizing, Managing and Dealing with Stress 6

Motivation Studies I 7

Motivation Studies II 8

How Do I Get There? 9

Conclusion 10

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

"Employee engagement is the emotional commitment the employee has to the organization and its goals." – Kevin Kruse, author, *Employee Engagement 2.0*

Introduction:

Why do you go to work every day? Is it for the money? The prestige? Somewhere to go? Personal reward? No matter why you go to work, it helps your overall morale and productivity if you are engaged in your work.

What exactly is employee engagement? It is the extent to which employees feel an emotional connection and commitment to their organization and its goals. An engaged employee is one who enjoys being fully immersed in the job and is not just working for a paycheck.

An employer needs to find ways to engage all employees so they give their best every day on the job. How do you start? There are three key areas to address:

1. Know your people
2. Know your organization
3. Know how to motivate

Fully engaged employees like being at work as much as being at home. They love their jobs and are not looking for a better opportunity at another company. Their work is often exceptional, as they view their work as a reflection of themselves. These engaged employees frequently spend time with other employees at both work and non-work events, even helping to coordinate outside events. Usually, these employees are held in high esteem by others, who will respond to a request of theirs quickly. They participate in a series of activities they enjoy, and these are often the same activities that they need to engage in to make the organization successful.

Does this description fit you or your team members? If not, let's move on and learn how to recognize engaged employees, as well as how to foster and build teams with these employees by understanding the rules of the game.



Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

Understanding the Rules of the Game

An engaged employee possesses traits that can be readily identified but are not easy to transfer to other less-engaged workers. The desirable characteristics you should look for include:

1. Motivation
2. Satisfaction
3. Focus on the job
4. Emotional commitment

Motivation is an internal driver. An employee who is motivated wants to do the work and is enthusiastic about it. They not only have the ability to do the work. They also enjoy the work, even when it gets challenging.

Satisfaction is more than just being content with work being completed. Employees with this characteristic have an eagerness for their work and are excited about what they do because they want to do it.

Focus on the job is also called burn-in, as opposed to a more well-known term: burnout. A burn-in situation is one in which you can't get enough of your job and challenge yourself by going deep into a project. If you've ever been so engaged in a project that you didn't realize how much time had passed, you are a candidate for burn-in.

Last, but not least, is emotional commitment. This is not just about participating. It is accepting ownership of a project. You are involved to a level where setbacks can be difficult, and victories are causes for celebration.

Can you motivate people through reward or punishment? It's true you may be able to motivate employees by giving incentives to succeed, but it will be a temporary fix. The same goes for the use of punitive measures. You may get the desired end-result, but you will not get the permanently engaged employee you want. Next, let's examine why people work, who they are, and how to find the right person for the right job.



Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity® Learning Solutions

People Matter

It's the question people have asked for years, "Why do people work?" We know it is not just about salary. There are psychological factors that impact our work life and why we do it, including accomplishment, respect, sociability, responsibility and service to the community or even humanity. Think about what you would do if you became independently wealthy. Would you still work, and, if so, what would you do? When you think about what you would do even if you didn't get paid, that can be a start to discovering higher-level motivations for work.

Not every person is motivated by the same thing. Each person has different motivational triggers. If you are leading a team, how can you determine what motivates each member? You can start by talking with each person, learning to read people by ascertaining what they want in life and what makes them enthusiastic. Remember, too, sometimes non-work events can impact a person's motivation. The key is to know your people and what they like, so you can engage them at work.

Of course, you want to make sure you have the right person in the right job. You might have seen a dramatic transformation when someone who has been laboring in one department is transferred and turns out to be a super-engaged employee. Employees become dissatisfied when a job is not a good fit with their personality or skill set. You may have an extrovert in an isolated office dealing with spreadsheets all day, and you might have an introvert in a people-heavy customer service job. Both may not be engaged with their work. Knowing their personality types and what they enjoy doing can help you put the right person in the right position.

We've briefly examined personality and its impact on employee engagement. Let's take a deeper look at personality in the workplace.



Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

Understanding Personality

Personalities are a combination of characteristics which can be named and defined. Here are characteristics that impact our personality:

- Alpha, Beta, Gamma, Delta
- Machiavellianism
- Locus of control
- Self-efficacy
- Authoritarianism
- Risk propensity

We've all heard of the "Alpha dog" in a pack. But what defines an alpha team member? Characterized by a need for control, they are competitive and can sometimes be destructive in a team situation. Alphas do not seek consensus and seek to drive projects according to their plans.

Betas are consensus-oriented, seeking input from team members to arrive at a solution. Gammas are notable for working against the status quo, and they are sometimes known as innovators who think outside the box and are inventive with solutions.

Lastly, Deltas are not leadership-oriented and prefer interests outside of work. Their work does not define them.

Have you ever been called Machiavellian? Like an Alpha type, someone with pronounced Machiavellian traits has a strong desire to control others. Having this trait is not always a bad thing. It is a sign of leadership ability. Where it gets tricky is when the Machiavellian personality is willing to engage in unethical practices to win or get ahead.

Locus of control is the degree in which you believe you control your future. If you believe your actions are inconsequential, you have a low locus of control. If you believe the future will be better based on your actions, you have a high locus of control.

Self-efficacy is similar to self-confidence and relates to belief in one's ability to perform specific tasks. People with high levels of self-efficacy are not afraid of challenges and doing something new or untried. They thrive on new experiences.

Authoritarianism is a term we often hear. These personalities feel superior to others below them, yet obedient to those above them. They hold rigid beliefs and opinions and want to micromanage. If a situation needs control, an authoritarian employee is best.

Finally, there is risk propensity. Are you a risk-taker? This is a measure of the comfort level you have with risk. Depending on the job, the level of risk propensity can be a plus or a minus factor.

Now that you understand the characteristics that affect our personalities, let's discuss understanding your organization.

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

Understanding Your Organization

What type of organization do you work for? Do you feel the employees are valued, or are they simply there to do the work and bring in the profits? All organizations can be characterized on a scale between two extremes. On one end of the scale, employees are valued, nurtured and protected. On the other end, employees are simply a means to an end, used to do a job and then discarded when they are no longer needed. This scale and where your company places on it can predict who you can recruit and retain.

There are three organizational classifications that relate to this scale:

1. Traditional approach
2. Human Relations approach
3. Human Resources approach

In the Traditional approach, employees are seen as necessary to make the organization run. The management style is authoritarian. Work is seen as a negative experience, and employees must be coerced or punished into productivity. The only motivation workers have is money. Management makes all the decisions with little or no input from workers.

The Human Relations approach doesn't value workers more than using the Traditional approach, but it presents a façade of inclusion. There is a belief that employees do not have the knowledge to make changes, and their suggestions are accepted but not acted upon.

The Human Resources approach utilizes employees as the drivers of the organization. Employees are empowered to perform and create toward the high end of their potential. Employees are valuable to the organization's success. With this type, you will often find benefits designed to keep employees happy and show their needs are important. Contrary to the Traditional approach, the Human Resources approach believes workers have a desire to contribute to the success of an organization and to suggest effective change.

No matter what type of organization you work for, you will experience on-the-job stress. Let's look at stress and how to deal with it.

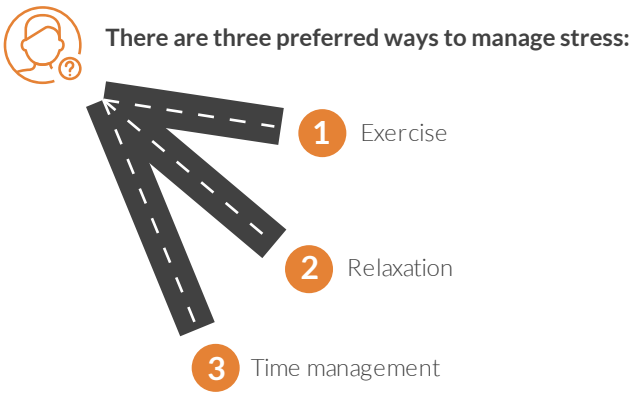


Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

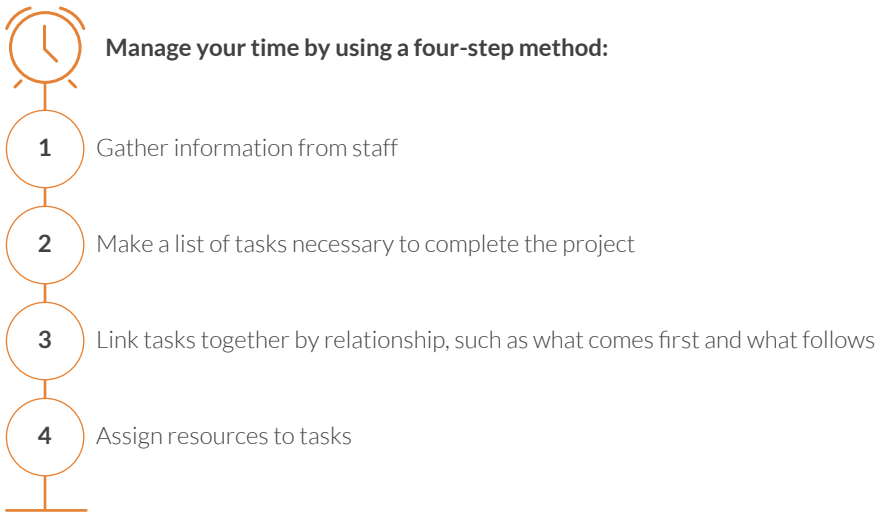
Recognizing, Managing and Dealing with Stress

Do you work well under stress? Some people thrive in a stressful, deadline-driven environment. Others may become overwhelmed or physically ill when faced with unrelenting job stress. Stress is what you experience when you operate outside your comfort zone. You can recognize the signs of stress when you find yourself short-tempered, angry, uncomfortable and overwhelmed by your job responsibilities. When you are stressed, it not only impacts you, but it also impacts your co-workers and your organization.



Exercise does not mean you have to go to the gym and work out for an hour every day. You can incorporate exercise into your daily activities at work. Take a walk at lunchtime. Get your team up and moving when a situation is getting stressful. Provide incentives for employees to get up and move during lunch. If you have an on-site gym, encourage your team to use it. And don't forget to set an example.

After a stressful project, you and your team need to relax and change the environment. How about a picnic in the park? Nature is a great stress reducer. If stress continues unabated, employees will seek to enact changes themselves, perhaps by leaving the organization. Long workdays eventually lead to lower productivity, so if you see an employee spending 10-12 hours a day on the job, take a moment to talk to that person. Remember, the average human is only productive at work for 6.5 hours a day.



Two more concepts include costs and time allotted for task completion, as well as breaking the project down into urgency-driven modules so the entire project remains on-time.

You've learned how to manage your stress. Now, let's learn more about motivation.

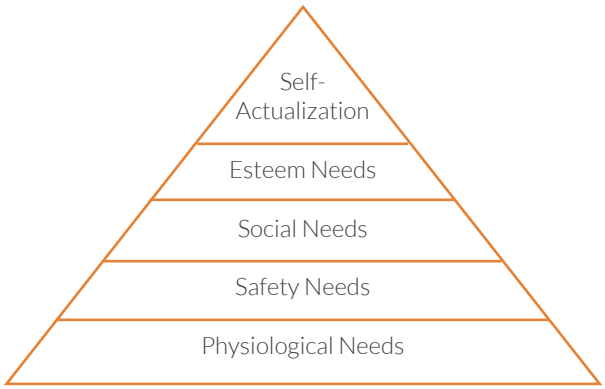
Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

Motivation Studies I

From Maslow to Power and Affiliation Needs

Human motivation is an idea that has been researched and studied, particularly in the 20th century. Let's start with the foundation of motivation theory: Maslow's Hierarchy of Needs.



The primary core of the theory is that individual motivation is dependent on the things we already have or the situation we are in. Maslow believed we need to take care of our most basic needs first, such as food, water and shelter, before we can move to the next level, which is safety. The third level is relationships, and then we move onto esteem needs. As we progress through the hierarchy, we reach self-actualization, the apex of the triangle. When an employee has progressed to the top level, this is beneficial to the organization. If something changes and lower levels are being unmet, this can also impact the organization. For example, if a self-actualized employee is paid well but is being bullied, this person may leave the organization.

Next is the ERG Theory, which stands for stands for Existence, Relatedness and Growth. It is based on Maslow but combines areas into three distinct stages. One difference between Maslow's theory and ERG theory is motivation can occur on multiple levels at the same time, and a person can also regress to a lower level and try again.

Herzberg's Two-Factor Theory suggests there are two key factors that drive satisfaction: work content and work environment. Work content includes recognition and achievement, while work environment includes conditions, pay and job security. Work content is the more important factor that ties in with the higher end of Maslow's and the ERG theories.

Finally, we have Power and Affiliation Needs. This theory identifies two areas seen in workers: the need for power and the need to interact with others. Understanding this need will help you find the right person for the right job. If a person has a specific need but not the skills, leaders should provide training. One more need that encompasses everyone is the need for achievement within the organization.

These are condensed views of motivation theory, but wait there's more. Let's examine four more theories.

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

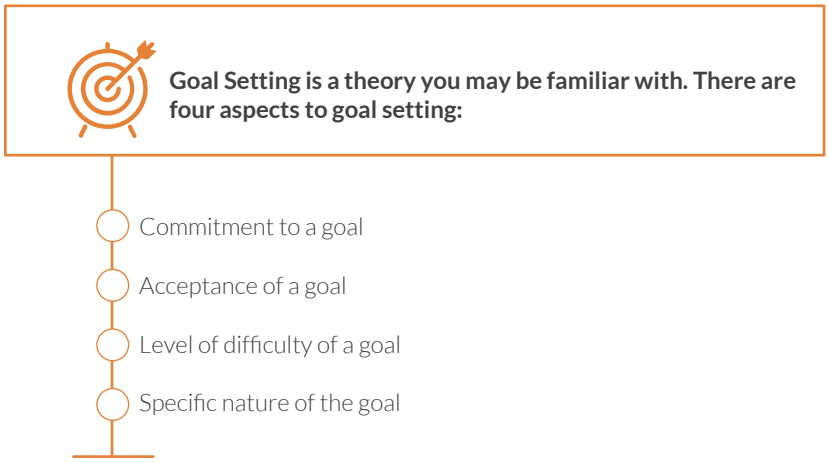
KnowledgeCity®
Learning Solutions

Motivation Studies II

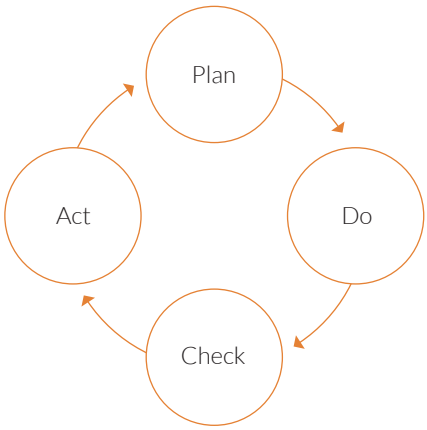
From Expectancy Theory to Reinforcement Theory

The Expectancy theory has two aspects: the magnitude of our desire to have something and the probability we will be able to get it. When we consider a goal, we evaluate it against whether we want the goal and, if we do, whether we can get it. If we think we can get it, we pursue the goal. If we think we can't get it, we will look for another goal.

Have you heard of the Play Fair Theory? It's another name for the Equity Theory. It's about seeking an environment of fairness where the rewards are equal for everyone doing the same job. Employees will seek to balance this system by changing their environment if the imbalance continues.



A goal that is too difficult to achieve or is unrealistic will be abandoned before it gets started. Being specific about the goal helps keep you on target because you can measure your success as you work toward goal attainment.



Another motivation theory is the Reinforcement Theory. Basically, a reward is used to encourage favorable responses and a punishment to discourage unfavorable responses or activities. Does it work? Sometimes, especially if a reward system is used rather than punishment. This theory may not work well in a market where employers must compete for skilled workers.

Now that you have learned about motivation theories, how can you apply them in the workplace? Let's move on.

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
Learning Solutions

How Do I Get There?

Engaging employees and keeping them engaged is a complex process. Here are seven key ideas to help you motivate and retain your employees:

1. Respect
2. Empowerment
3. Distribution of power and responsibility
4. Flexible working arrangements
5. Individual rewards systems
6. Team and group rewards systems
7. Non-work activities

Respect for your employees is the number-one factor in keeping employees engaged and motivated. Let them know you value them and the work they do. Get to know them, use their names and respect their expertise. Lack of respect for an employee is one of the main reasons workers seek other positions.

Empowerment shows you respect an employee's knowledge and ability. When you make employees part of the process by giving them responsibilities and the authority to accomplish their goals, you get commitment and engagement.

Along with empowerment comes the distribution of power and responsibility. This can be a tough call in an authoritarian environment, yet it can provide powerful results. Give all team members a chance to succeed or even fail, and to learn from those experiences to enrich the organization. Remember to give recognition when it is due.

Flexible working arrangements are becoming a standard in today's workplace. Work-life balance is necessary to keep employees engaged. Whether it is telecommuting, alternative work schedules or providing on-site services, employees can keep their minds on work instead of outside matters.

Individual and team rewards are part of recognizing stellar work performance by giving something tangible in return. Whether it is monetary benefits or an extra day off, individuals and team members will appreciate the recognition and the rewards. Rewards can also foster team cohesion.

Non-work activities promote a sense of belonging and commitment to an organization. While not strictly necessary, they are important to building relationships that lead to better employee engagement.

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity® Learning Solutions

Conclusion:

Motivation is the Key to Successful Employee Engagement

Knowing how to motivate others and keep them engaged is an important skill for any executive to have in today's workplace. From understanding the basics of motivational theories to finding out what makes your team members tick, you want to be able to use the best techniques available to achieve employee engagement.



Knowing each person on your team, as an individual, serves as the springboard to keeping an employee fully engaged and committed to the organization. Remember, respect is the critical component of the engagement process. Without it, employees will feel devalued and not committed to their work or to the organization.

Whether your organization creates a climate of employee engagement or not, you can serve as a change agent within your own department or team to achieve the results you want. This success can bring acceptance of your ideas by management and potentially lead to organizational change. What you achieve with your team can bring recognition of their value as engaged employees and lasting benefits to the organization.



Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com

KnowledgeCity®
EMPLOYEE ENGAGEMENT



FOLLOW US

Get tips to succeed and updates on our latest courses.

KnowledgeCity®
Learning Solutions

Copyright © 2019 KnowledgeCity® - All rights reserved.
Please visit: www.knowledgecity.com