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MODELS OF EMPLOYEE ENGAGEMENT

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Abstract

Employee engagement is the buzz word in both corporate and academic circles in the recent years. Offshoot of economic crises across the world is cost cutting exercise across industry and mass retrenchment is often the primary action. At this juncture there is pressure for human resource management to focus extra effort on not only retaining a large work force, but also keeping them actively engaged. Employee engagement model is fundamentally a scheme for understanding the activities that make employees happy in the workplace. Each model draws on theoretical framework of organizational behaviour and human resource management to facilitate organisations to develop their own system of employee engagement.

Keywords: Employee engagement, employee engagement models

Introduction

Employee engagement is the buzz word in both corporate and academic circles in the recent years. Offshoot of economic crises across the world is cost cutting exercise across industry and mass retrenchment is often the primary action. At this juncture there is pressure for human resource management to focus extra effort on not only retaining a large work force, but also keeping them actively engaged.

A fully engaged employee is a boon to any organisation. Engaged employees stay longer and contribute in a more meaningful way. The term “employee engagement” may appear like a new fad, but it has long existed as a mainstay management practice for decades. In today’s competitive environment, companies need to ensure that, in philosophy and practice, they acknowledge the importance of the manager in retaining employees. This article explores the important models of employee engagement.

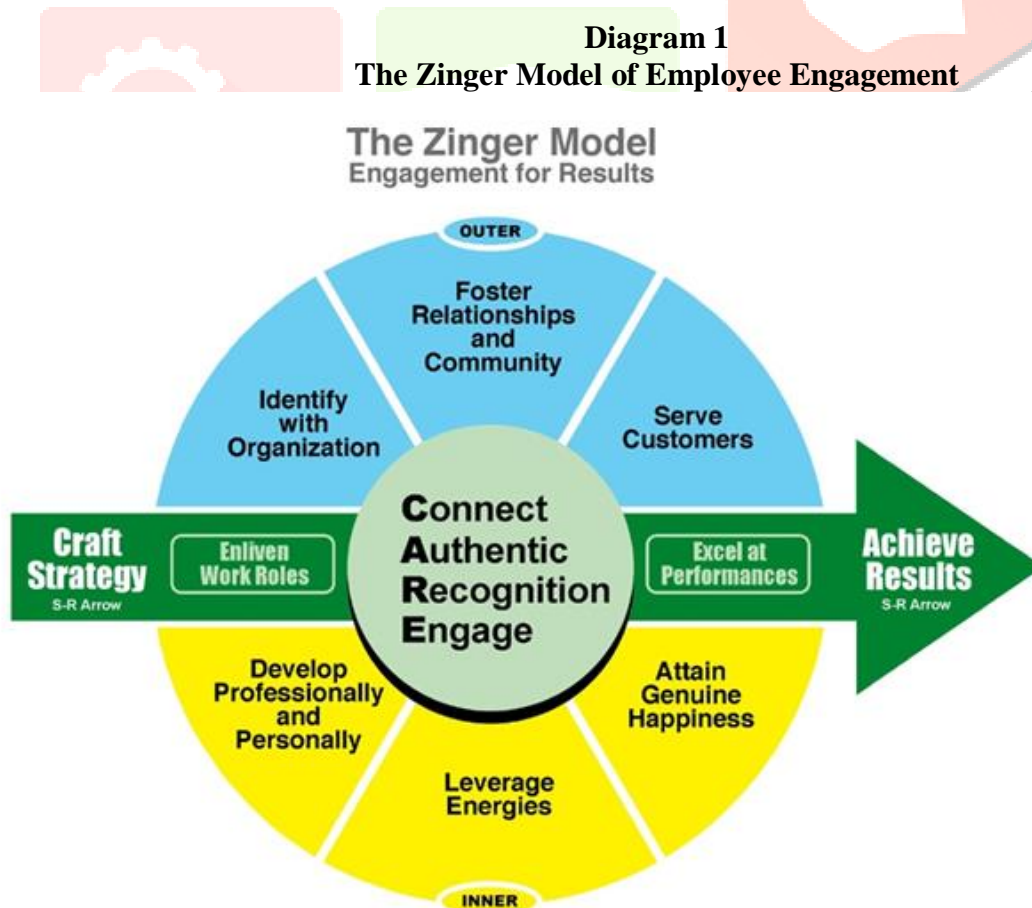
Models of Employee Engagement

Employee engagement model is fundamentally a scheme for understanding the activities that make employees happy in the workplace. Each model draws on theoretical framework of organizational behaviour and human resource management to facilitate organisations to develop their own system of employee engagement. The following are the important models of employee engagement. An employee engagement model must assist organisations to decide on questions to ask on their employee surveys.

1. The Zinger Model of Employee Engagement
2. Katharine Esty and Mindy Gewirtz Employee Engagement Model
3. Aon Hewitt's Engagement Model
4. The 555 Model for Employee Engagement
5. House of Engagement Model
6. WIFI model of Engagement

The Zinger Model of Employee Engagement

David Zinger based on his extensive work for more than three decades has developed his model of employee engagement. Zinger proposes in his model twelve steps for successful employee engagement. The following diagram shows the Zinger Model of employee engagement.



The twelve steps are:

1. **Achieve Results:** for achieving the desired results higher levels of employee engagement is the prerequisite.
2. **Craft Strategies:** Success of employee engagement strategy depends on crafting appropriate strategies for achieving higher levels of employee engagement.
3. **Enliven Roles:** Employees will like and enjoy their work only if it is exciting and challenging for them. Hence, the onus is on human resource management to develop interesting and lively roles for the employee.
4. **Excel at Work:** After designing interesting and lively roles of employees the next logical step is to motivate the employees achieve to higher level of performance across metrics.
5. **Get Connected:** Managers must stay genuinely connected to their employees all the time so that they can know their pulse and understand their problems.
6. **Be Authentic:** The manager need to be an authentic leader whom employees can trust.
7. **Live Recognition:** Good performance needs positive reinforcement. Recognising the performance of employees will not only increase their moral but will also gives assurance to them to remain in the organisation.
8. **Fully Engage:** The desired results can be obtained in a fast track manner only if the organisation is gifted with a wholly engaged workforce. A survey can be initiated to identify the factors forcing employees to stay disengaged from the company and suitable strategies should be formulated to eliminate those factors.
9. **Identify with Organisation:** Employees tend to remain in company for longer span only if they experience a sense of connectedness. Hence the manager should comprehend employees are their most vital assets without whom nothing can be achieved.
10. **Serve Customers:** Engaged employees are in a position to serve customers in the most excellent possible way. So a customer centric culture needs to be created to channelize engaged employee for providing excellent service to customers.
11. **Develop Personally:** Employee engagement to be successful needs to be a win-win game where both organisation and employees attain their goal.

12. **Attain Happiness:** Joyful and contented employees are the principal assets of an organisation.

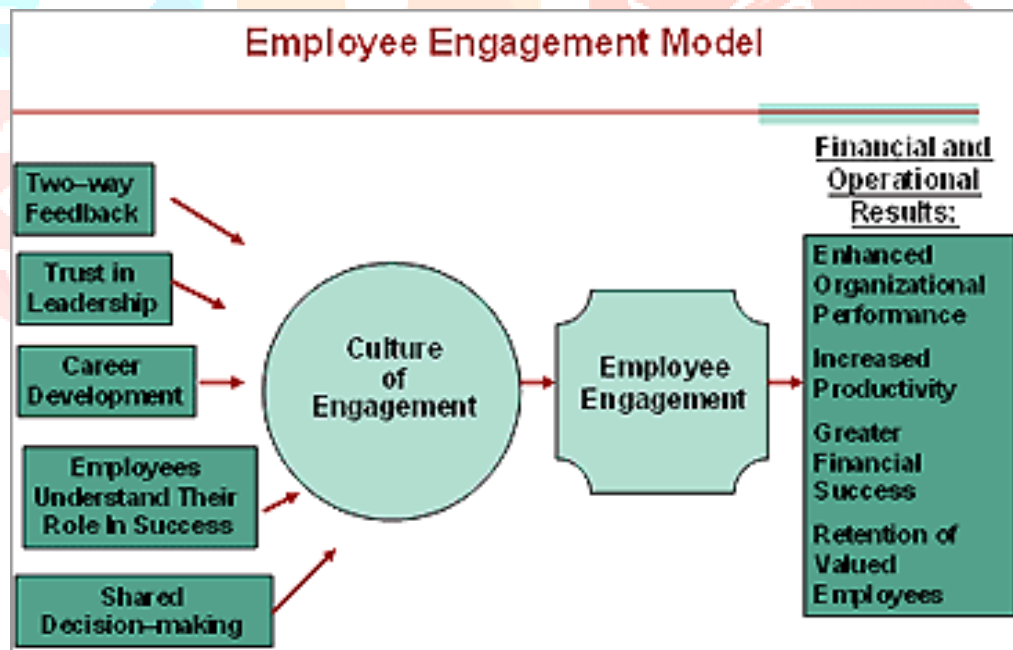
Providing happiness for all employees is the final step.

Katharine Esty and Mindy Gewirtz Employee Engagement Model

The five prominent drivers of creating a culture of employee engagement are providing two-way feedback, creating trust in leadership among employees, crafting a career path for employees, making employees understanding their role in the success of the organisation and shared decision making. The three tools used for increasing the level of employee engagement are coaching programme for new employees, having a formal career conversation programmes with employees on a regular basis and promoting large group meetings. By successfully creating a culture of employee engagement and utilising the three tools organisations can achieve enhanced performance. Katharine Esty and Mindy Gewirtz Employee Engagement Model is shown in the following diagram.

Diagram

Katharine Esty and Mindy Gewirtz Employee Engagement Model



(Source: Esty and Mindy, 2008)

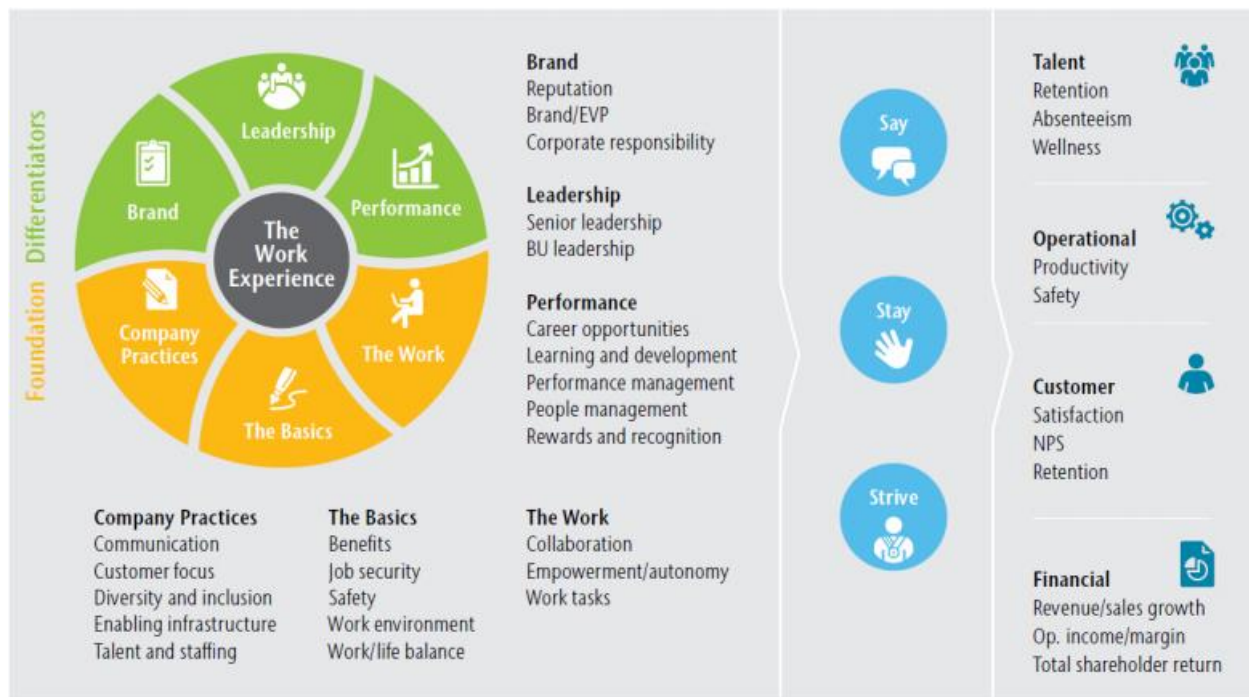
Aon Hewitt's Engagement Model

The Aon Hewitt engagement model comprises of the organizational drivers and organisational and individual outcomes of engagement. The drivers of employee engagement are brand, leadership, performance, the work, the basics and company practices. Employee engagement outcomes are say, stay or strive. Employees who are in say level of engagement speak favourably about the organisation to

colleagues, potential employees and customers. Customers who are in stay level of engagement have a sense of strong affiliation with the organisation and feel proud to be a part of it. Customers who are in the strive level have a strong sense of motivation and strive and exert full energy towards the success of the company.

The Aon Hewitt’s Engagement Model of employee engagement is shown in the following diagram.

**Diagram
Aon Hewitt’s Engagement Model**



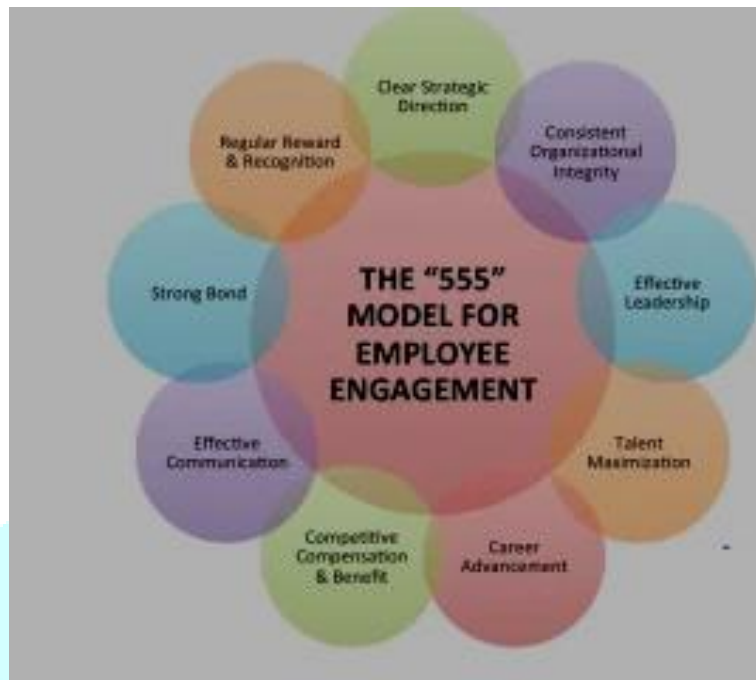
(Source: Hewitt, 2007)

The 555 Model for Employee Engagement

The 555 model for employee engagement propounded by 555 Consulting proposes nine drivers of employee engagement. They are providing clear strategic direction, consistent organisational integrity, providing effective leadership, talent maximisation, career advancement, providing competitive compensation and benefits for employees, developing strong bond with employees and regular reward and recognition.

The 555 model of employee engagement is detailed in the following diagram

Diagram
The 555 Model for Employee Engagement

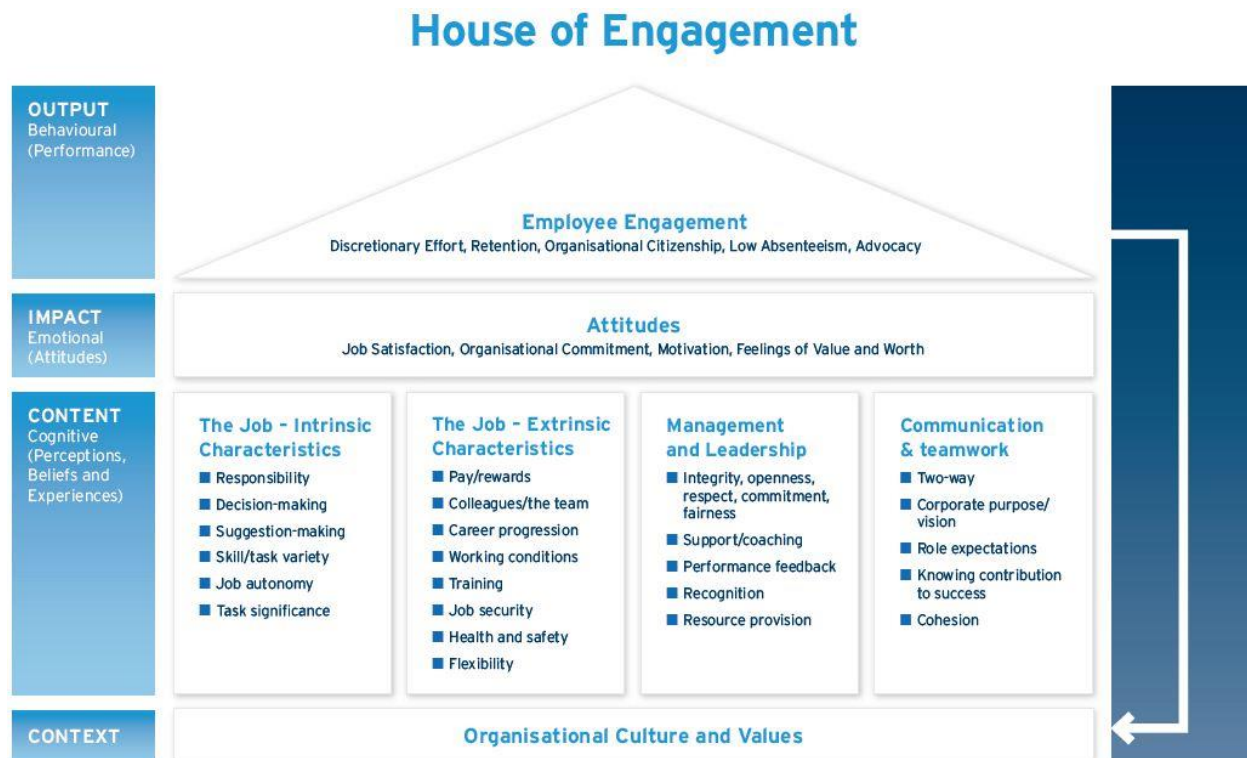


(Source: 555 Consulting, 2013)

House of Engagement Model

The House of Engagement model is an empirical model developed based on data collected from various companies over several years. According to this model appropriate organisational culture and values are prerequisites for creating employee engagement culture. This can be enabled by the job intrinsic characteristics, the job extrinsic characteristics, management and leadership approach and communication and team work. This will shape the attitude of employees and will create a sense of engagement among employees. The house model of engagement is detailed in the following diagram.

Diagram House of Engagement Model



(Source: The Leadership Business, 2020)

WIFI model of Engagement

The four important drivers of employee engagement are wellbeing, information, fairness and involvement. The first letters of these four drivers are used to name this model as WIFI model of engagement (Cook, 2008).

. The first component is wellbeing which implies the wellbeing of customers, employees, customers and other stakeholders. The tasks for employees should be designed to provide challenge and they should be provided with ample resources to fulfil the tasks.

The second component of the model is information. Information implies having a clear vision about future at top level and also communicating the same to all employees in an effective and efficient manner. Clarity about organisation goals will increase the cohesiveness and hence it is a key driver of employee engagement.

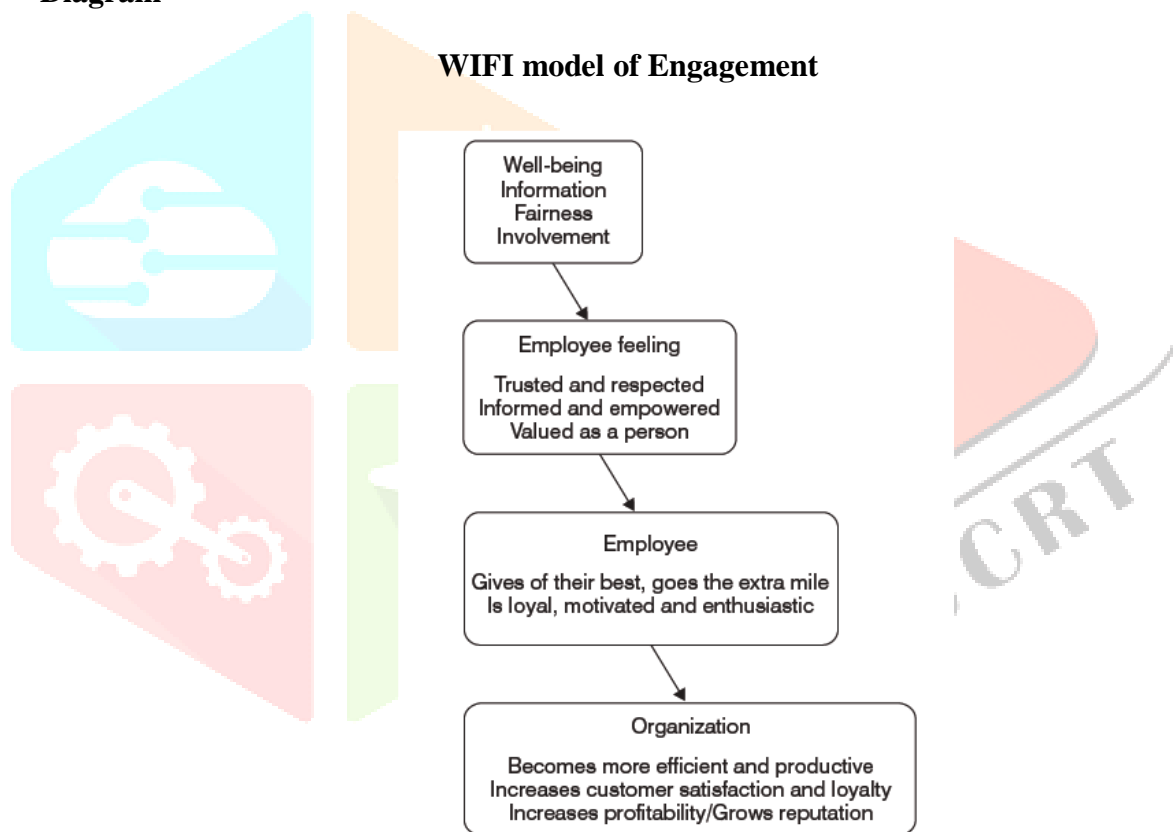
The third component of the model is fairness. Fairness implies justice and equality in human resource practices like recruitment, selection, training, compensation, promotion, etc. Fairness and transparency will instil trust in the minds of employees are all are considered as equal and organisation will stand tall without nepotism and favouritism.

The fourth component of the model is involvement. Involvement implies that communication must be a two way process. Studies have found strong correlation between company's communication and its employee engagement.

Employees will feel engaged as trusted and respected, informed and empowered valued as a person because of the impact of four components of the WIFI model. As a result of this positive feeling will give of their best, will remain loyal and will remain self motivated.

Ultimately the organisation will benefit by being efficient, effective and productive. As a result of this the company will perform well in metrics like customer satisfaction, brand equity, good will, profitability, etc. The WIFI model is shown in the following diagram

Diagram



Source: (Cook, 2008)

Conclusion

Engagement essentially explains the circumstances under which people work. It replicates a constructive physical, emotional and intellectual relationship of with their employee. Managers should choose appropriate model based on the needs of their organisation and employees.

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