

Driving the Engagement of Employees

You've seen it happen many times. An organization that provides top wages and benefits loses a great employee to a competitor for no apparent reason. Of course, some employee turnover is to be expected, but if your company is truly engaging your employees, there is no good reason for the unexpected loss of quality staff members.

Employee Engagement

What is employee engagement exactly? Alpha Measure defines employee engagement as the level of commitment and involvement an employee has towards their organization and its values.

The primary behaviors of engaged employees are speaking positively about the organization to coworkers, potential employees and customers, having a strong desire to be a member of the organization, and exerting extra effort to contribute to the organization's success. It is important to note, the employee engagement process does require a two-way relationship between employer and employee.

Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. Engaged employees also normally perform better and are more motivated. There is a significant link between employee engagement and profitability. Employee engagement is critical to any organization that seeks not only to retain valued employees, but also increase its level of performance career growth, employee engagement, satisfaction, training and development.

Engagement Drivers:

An engaged employee has a vested interest in the employer's success and whose performance level exceeds his or her job requirements. The factors that drive employees to be engaged in their work and

motivate them to go beyond stated expectations vary not only from country to country but also by industry sector and within companies, according to recent research conducted among different countries by Mercer. Like Canada's employee engagement depends three factors and these factors truly important to *Canadian* workers: being treated with respect, having a good balance between work and personal life, and feeling that they can give good service to their organizations' customers. *French* workers prize work/life balance more than their peers in other countries. British workers are very positive about their organizations' emphasis on customer satisfaction. *American* workers look for respect and place a premium on career advancement. In general, employees in *Brazil* rate their organizations quite positively: more than three-quarters are proud to work for their organizations, and four-fifths are confident that their organizations will be successful in the future. In *India*, employees cite the type of work and their promotion opportunities as the foremost motivators, and for the most part, employers are meeting their needs. For *Chinese* employees, benefits rate highly as a driver of engagement. Australian workers value the quality of workplace relationships.

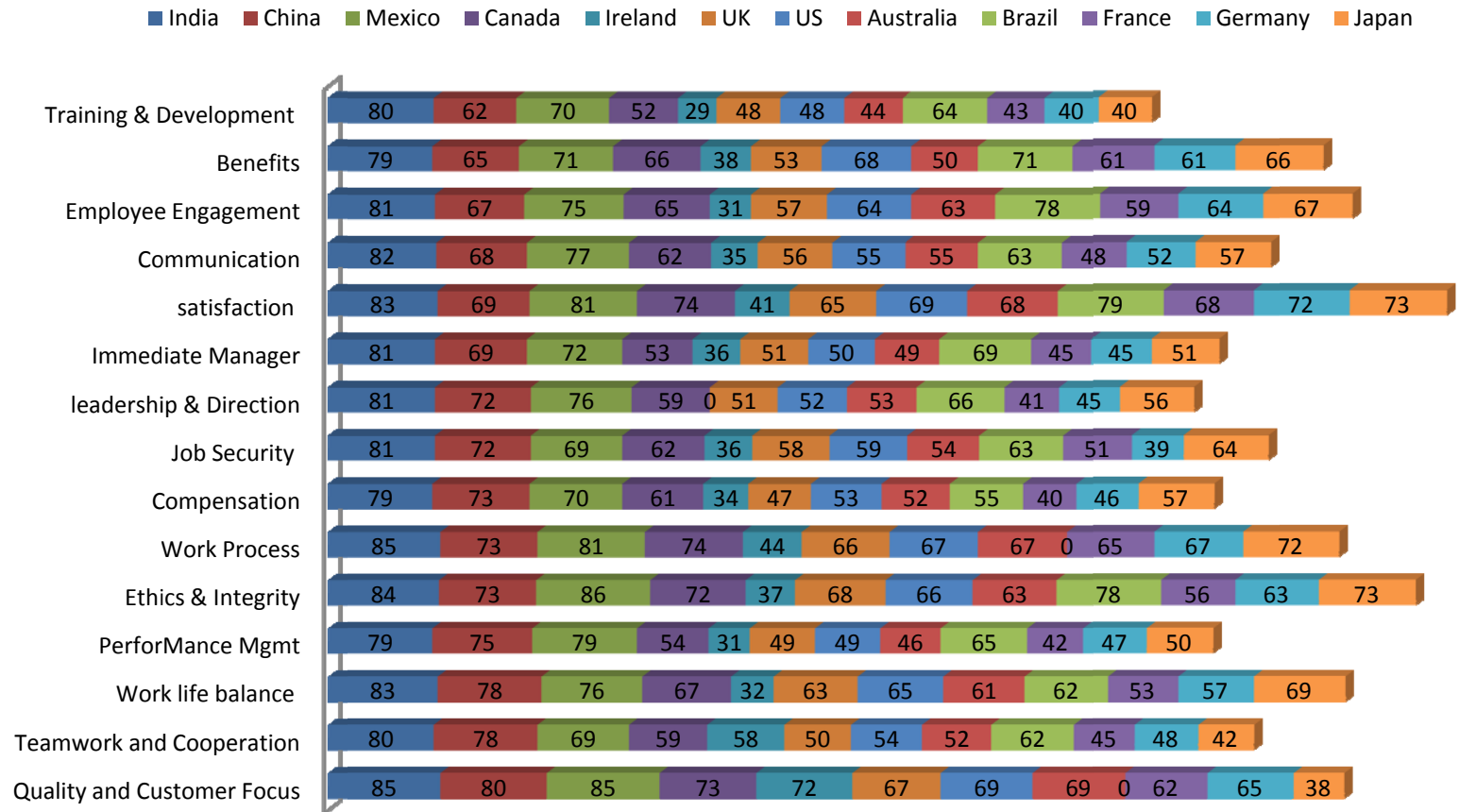
Comparison between the countries' surveyed by the Mercer on the basis of 15 drivers. Driver category percentage differs from one country to another country. That difference in the category shown in the table (In %)

Factors	India	China	Mexico	Canada	Ireland	UK	US	Australia	Brazil	France	Germany	Japan
1. Quality and customer focus	85	80	85	73	72	67	69	69	0	62	65	38
2. Teamwork and	80	78	69	59	58	50	54	52	62	45	48	42

cooperatio n												
3.Work life balance	83	78	76	67	32	63	65	61	62	53	57	69
4. Performan ce Mgmt	79	75	79	54	31	49	49	46	65	42	47	50
5.Ethics & integrity	84	73	86	72	37	68	66	63	78	56	63	73
6. work process	85	73	81	74	44	66	67	67	0	65	67	72
7. Compensat ion	79	73	70	61	34	47	53	52	55	40	46	57
8.Job security	81	72	69	62	36	58	59	54	63	51	39	64
9. leadership & direction	81	72	76	59	56	51	52	53	66	41	45	56
10. Immediate manager	81	69	72	53	36	51	50	49	69	45	45	51
11.satisfac tion	83	69	81	74	41	65	69	68	79	68	72	73
12. Communic ation	82	68	77	62	35	56	55	55	63	48	52	57
13.	81	67	75	65	31	57	64	63	78	59	64	67

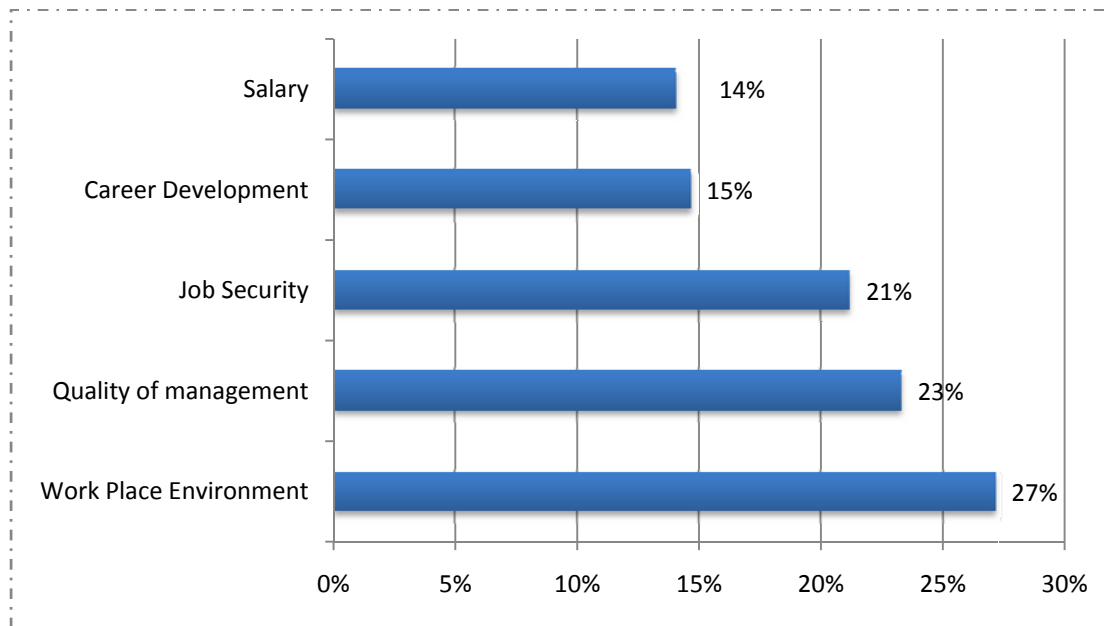
employee engageme nt												
14. Benefits	79	65	71	66	38	53	68	50	71	61	61	66
15. training & developme nt	80	62	70	52	29	48	48	44	64	43	40	40

Engagement Drivers and Comparison Among Countries



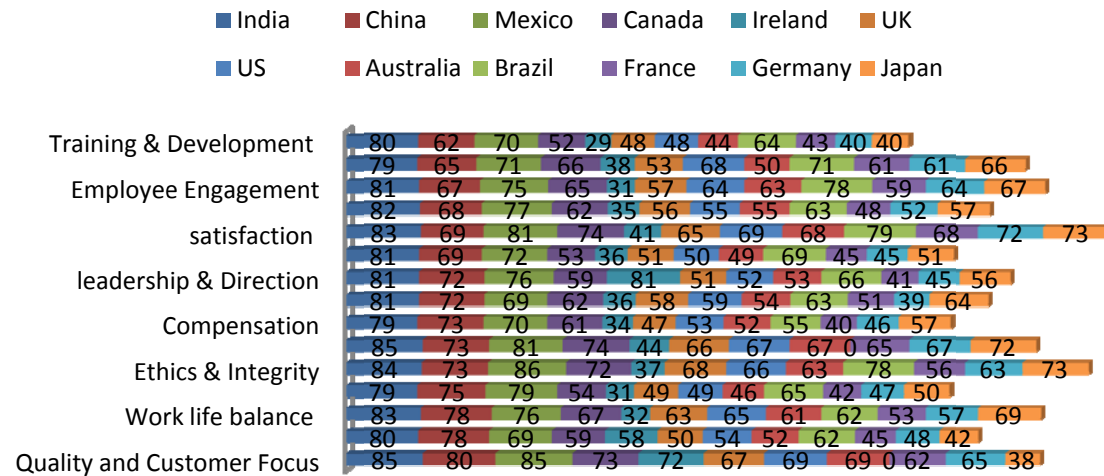
What drive employee engagement in Bangladesh?

We have conducted studies on 3 largest companies in Bangladesh that provide insight into employees' attitudes and the factors that drive their engagement. Total Sample size was 520. By analyzing key drivers, we learned that work place environment and quality of management have emerged as the primary drivers of engagement of these 3 companies –right along with having job security, career development and salary.



In this way, companies can set priorities based on a more nuanced understanding of the factors that influence organizational outcomes. The survey can directly measure some of these drivers, such as employee engagement or perceptions of operating efficiency. Once priority items are identified, norms and historical data add context to determine how well the company is performing according to the key drivers. You can judge whether your company's engagement factor scores are consistent with the normalized score for your country, or compare norms of several countries to check for any cultural bias. Finally, Changes won't happen overnight, but with such significant upside to the bottom line - they might happen more quickly than you think.

Engagement Drivers and Comparison Among Countries



Farjana Quader
 Consultant
 pro-edge associates