

PeopleTalk – HR Voice

The connection between engagement, happiness and productivity in the workplace...

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Employee engagement is the connection that people feel to their work and commitment to their organization, which in turn leads to higher levels of performance.

Employee engagement can be considered a competitive advantage, as employees that feel emotionally connected to their positions are more likely to go the extra mile, remain loyal and perform to the best of their ability.

Employees strive for fulfillment, for acceptance and also:

- Involved in stimulating work
- Are trusted, respected and valued
- Be part of the organization's culture
- Have a voice and are listened to
- Have a sense of ownership in regards to their work
- Receive fair compensation

If the above points are satisfied employees are more apt to being happier which leads to more productivity.

When an employee is engaged at work, this is frequently misconstrued as them being happy.

Engagement and happiness are not the same, however, they are undeniably interrelated.

Employees must ultimately take ownership of their own happiness through open communication with their managers and to help meet their career and work related goals and aspirations.



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Most organizations and more specifically HR departments play a role in the enhancement of employee engagement/happiness by implementing many approaches under a Performance Management Program.

Essentially a Performance Management Program includes:

1. Establishing job performance, setting goals, expectations and standards
2. Coaching and Mentoring
3. Ongoing Workplace Training (which can incorporate Team Building Events that promote cooperation, trust and comradery)
4. On the job experience and development opportunities i.e. job rotation or project work
5. Providing effective performance reviews
6. Reiterating that the employee and their work matter to the organization and also values and solicits their input
7. Rewarding strong performance

In order for a Performance Management Program to work ALL steps need to be accomplished or else it becomes ineffective.

HR can increase engagement/happiness in the workplace by the following:

Driving engagement requires adjusting work environments and procedures based on business needs and feedback from employees. The leaders within the organization are the champions of understanding engagement drivers and leading positive change.

From continually matching a person's skills to the job requirements by using every opportunity to give employees work that is meaningful to them and are passionate about, that leverages their core strengths, providing the training when there are skillset gaps, to communicating clear expectations and recognizing a job well done, leadership begins and sustains employee engagement.

Engaged employees are less likely to leave, leading to substantial cost savings to organizations in terms of recruitment, onboarding and training.

Engaged employees exhibit improved performance as individuals and teams and maintain and even enhance their psychological commitment to the organization.

Engaged employees bring a "skill-liquidity," – an ability to adapt skills to changing business needs – which improves a company's flexibility to evolve and capitalize on new business environments.

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