



# EMPLOYEE ENGAGEMENT

## ORGANIZATIONAL AND EMPLOYEE BENEFITS

**Center for Human Capital Innovation**

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## What is Employee Engagement?

Employee engagement can be described as the level of emotional commitment individuals have to achieving the mission of their organization. When an employee is highly engaged, they go above and beyond expectations to accomplish the immediate and long-term goals of an organization; for example, a manager staying late to mentor a new employee or a truck driver working overtime to cover a coworker's shift. Employees that are the most engaged show consistent dedication and effort in their work.

An engaged workforce, however, is hard to come by. In studies of employee engagement, individuals are commonly grouped into three categories: *engaged*, *not engaged*, and *actively disengaged*. Gallup estimates that **only one-third of employees in the United States are engaged at work**.<sup>1</sup> Worldwide, only about 13 percent of employees are engaged.<sup>2</sup>

The tough reality is that most employees work in environments that are not conducive to their emotional engagement – whether it be because of a difficult manager, shortage of professional opportunities, lack of trust and transparency, or other causes of disengagement.

Organizations that promote employee engagement benefit in several ways. For instance, one recent study analyzing 49,928 employees within 192 organizations found that organizations within the top quartile of engaged employees outperformed bottom quartile organizations in several areas, such as: profitability (22%), productivity (21%), and customer service ratings (10%). Additionally, the top quartile organizations had fewer safety incidents (-48%), lower turnover (-45%), absenteeism (-37%), and fewer quality defects (-41%) than bottom quartile organizations.<sup>3</sup>

Furthermore, employee engagement is significantly associated with several employee health outcomes and overall well-being. Indeed, actively disengaged employees are significantly

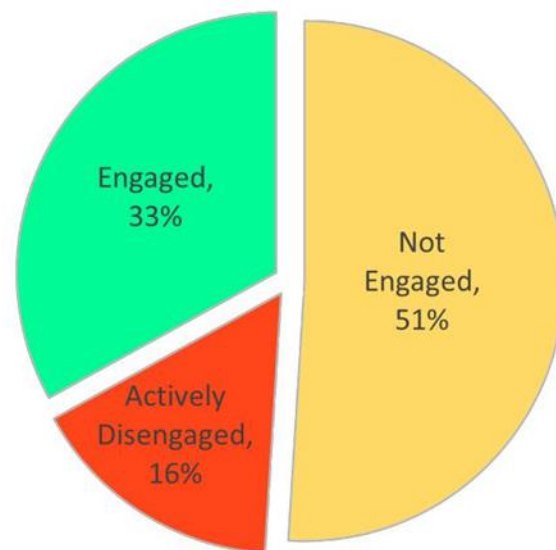


Figure 1: Employee Engagement in U.S.

<sup>1</sup> <http://news.gallup.com/poll/180404/gallup-daily-employee-engagement.aspx>

<sup>2</sup> <http://news.gallup.com/businessjournal/188033/worldwide-employee-engagement-crisis.aspx>

<sup>3</sup> <http://www.gallup.com/businessjournal/163130/employee-engagement-drives-growth.aspx>



more likely to be diagnosed with high blood pressure, high cholesterol, depression, and are more likely to report recent physical pain and stress than engaged employees.<sup>4</sup> Overall, engaged employees report higher levels of job satisfaction, are healthier and more productive, and are less likely to search for new jobs elsewhere.

Engaged	Not Engaged	Actively Disengaged
<ul style="list-style-type: none"> <li>• Delivers consistent, high-quality results</li> <li>• Finds innovative solutions for difficult programs</li> </ul>	<ul style="list-style-type: none"> <li>• Just “going through the motions”</li> <li>• No emotional connection to organization</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes negativity within organization</li> <li>• Hinders other employees from doing their job well</li> </ul>

## Employee Engagement at CHCI

CHCI has extensive experience working with several organizations to improve employee engagement within their workforce. Our employee engagement programs typically comprise three stages: 1) assess and measure the current state of workforce, 2) identify root causes of *disengagement*, and 3) work with the organization to take action and implement changes. This systematic approach ensures that deliberate, appropriate, and effective actions are taken to address employee engagement challenges unique to individual organizations.

## About CHCI

CHCI provides business solutions through “best and next” practices in strategic human capital management. CHCI provides measurable, real-world strategies that support your organization to attract and retain high-performing people, build a diverse and inclusive workplace, and leverage individual and team performance throughout the enterprise. For more information, or if you have any questions, please contact Anne Loehr, Executive Vice President: [anneloehr@centerforhci.org](mailto:anneloehr@centerforhci.org) or (571) 970-4250, Ext. 113.

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<sup>4</sup> <http://www.gallup.com/poll/187865/engaged-employees-less-likely-health-problems.aspx>