EMPLOYEE ENGAGEMENT AND EMPLOYEE MORALE: WHAT YOU NEED TO KNOW ABOUT BOTH FOR YOUR ORGANIZATION

BY DAVID SECKMAN
WHAT IS THE DIFFERENCE BETWEEN EMPLOYEE ENGAGEMENT AND EMPLOYEE MORALE?

• Employee Engagement- The extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. –Custom Insight
HOW WOULD YOU DEFINE EMPLOYEE MORALE?

• A measure seeking positive, confident, satisfied employees. Involves the overall viewpoint of employees while at work in the work environment. Includes employee emotions, attitude, satisfaction. --The Law Dictionary
CAN AN ORGANIZATION HAVE HIGH ENGAGEMENT BUT LOW MORALE?

• When we think of employee engagement we are thinking more of the big picture. It is the WHY of what we are doing. It is our common purpose.

• Employee Morale has to do more with the HOW of what we are doing. Morale is more about the execution of our common purpose. It is where the rubber hits the road.
WHY SHOULD WE CARE ABOUT EMPLOYEE MORALE?

High Quality Leadership
- Leadership
- Internal Service Quality
- Employee Satisfaction

Enhanced People Outcomes
- Employee Satisfaction
- Discretionary Effort
- Intent to Stay
- Productivity
- External Value

Enhanced Business Impact
- Customer Satisfaction
- Customer Loyalty
- Revenue Growth
- Profitability
LOW MORALE LEADS TO.....

• Increased absenteeism
• Lower Productivity- at least 350 Billion a year
• Higher Turnover
THE KEY COMPONENT OF EMPLOYEE MORALE

• How do employees FEEL about their organization and maybe more importantly the leadership of the organization?
THE EMOTIONAL COMPONENT OF MORALE

• I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

— Maya Angelou
IT’S ABOUT RELATIONSHIPS

• Decades of research in multiple countries point to Employee/Management closeness as a key predictor of employee morale.

• Employee/Management closeness also influences the effectiveness of other morale boasting activities.

**HOW CAN WE IMPROVE EMPLOYEE MORALE?**

• Trust is the cornerstone of employee morale and great organizations.

• Building trust is hard to achieve but easy to lose.

• Be the first to trust.
BUILDING TRUST

• Building a culture of trust takes time. There is no substitute or short-cut.

You have to get to know your people on a human level.
BUILDING TRUST

• Practice Open, Honest, and respectful Communication
• Follow-through on your commitments
• Make sure your people know you have their best interest in mind
PSYCHOLOGICAL SAFETY

• Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. –Amy Edmonson
PSYCHOLOGICAL DANGER VS. PSYCHOLOGICAL SAFETY
AUTONOMY

• people’s need to perceive that they have choices, that what they are doing is of their own volition, and that they are the source of their own actions - Joan Cheverie
WHY AUTONOMY?

- Increases job satisfaction (Yen-Ju 2013)
- Lowers turnover (Parsons 2003)
- Decreases Negative emotions Goussinsky, R. (2011)
AUTONOMY VS. CONTROL

• How much freedom do you feel comfortable giving to your employees?
• Consider giving more autonomy slowly
• Set the parameters of What you want done, let them figure out How they are going to do it.
INCREASING EMPLOYEE AUTONOMY

- Making decisions
- Contributing ideas
- Operating with limited supervision
- Determining responsibilities
BUILDING A CULTURE OF APPRECIATION

Take the time to celebrate team successes

Create ways to recognize individual team members for a job well done
WHY IS EMPLOYEE RECOGNITION IMPORTANT?

• Increases individual productivity
• Increases engagement among peers
• Lowers turnover by up to 30%
• Higher customer loyalty and satisfaction

SHRM 2012 SURVEY
HOW TO BUILD A CULTURE OF RECOGNITION

• Consider Peer-to-peer recognition
• Often and specific
• In real time if possible
• Create a recognition team
PUTTING IT ALL TOGETHER

- Trust
- Safety
- Autonomy
- Recognition
- Morale
WHAT IS ONE THING YOU LEARNED TODAY THAT YOU ARE GOING TO IMMEDIATELY PUT INTO PRACTICE?
QUESTIONS?/STAY CONNECTED

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