Employee Morale and Engagement

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Consider...

How long do you plan on staying in your current role?

What factors do you consider in this decision?
Brainstorm

• What do your employees like about their job?

• What do your employees dislike?
  • Are these dislikes changeable?
Why do People Stay at their Job?

• Money?
• Meaningful work?
• Positive work environment?

What do you think?
Employee Engagement

• Employee engagement is often a factor in retention.
• Employee engagement is also necessary to get the work done effectively!

How can you engage your employees more?
Literature Review

• Pay is a factor
  • However pay is not the ONLY factor!
  • Certain groups care more about pay as a factor:
    • Higher education
    • More diverse staff
    • Those with financial insecurity
    • More experienced staff
Literature Review

• Leadership is important!!!
• Employees want...
  ... supervisors who are good at communication
  ... supervisors that work with employees personally
  ... transparency
  ... leaders that support creativity and innovation
  ... a connection between employees and senior staff
Literature Review

• Growth is important!!!
• Employees want...
  ... training and professional development
  ... employees want to take on more responsibility
Literature Review

• Employees want a meaningful job!!!
  • Alignment with strategic plan/organizational goals
  • Autonomy
  • Input into the decision making process
  • See results from short term projects
  • Praise for good work
  • Challenging, diverse work
Literature Review

• Employees want a pleasant environment
  • Peer support
  • Respect
  • Sustainable work load
  • Work-life balance
  • Feeling heard
Literature Review

• What about incentives?
  • Work best when there is a close relationship with supervisors and employees

• Motivational incentives
  • Effective in making employee feel loyalty
  • Connection between recognition and job performance
  • Incentives should be based on the employees’ different preferences
Literature Review

• Financial Incentives
  • Can increase workforce productivity
  • Should be combined with intrinsic incentives to be effective long term
  • Less effective when financial needs are met
  • May encourage more volume, but less quality
MASLOW’S HIERARCHY OF NEEDS APPLIED TO EMPLOYEE ENGAGEMENT

1. HIGHLY ENGAGED
   - What can I do for others?
   - I inspire others to do their best
   - I love it working here
   - I’m a high flyer

2. ENGAGED
   - I’m a vital part of the business
   - I feel important at work
   - I’m really busy and very likely I’m highly stressed
   - I’m an achiever
   - I’ll leave if something much better comes along

3. ALMOST ENGAGED
   - I know I’m part of something bigger
   - I’m almost engaged but there are times when I’m not
   - I’m proud to work here but I wouldn’t necessarily shout it from the rooftops
   - I might leave if I’m tempted
   - There are no career development prospects here

4. NOT ENGAGED
   - I’m interested in overtime
   - I have more sick days than I should
   - I have poor working conditions
   - I don’t like my manager or working
   - In my team
   - I don’t like my job much, but I get on with it
   - I read job ads

5. DISENGAGED
   - I’m here for the money
   - I’m leaving when I can
   - I’m not satisfied with the job I do
   - My work doesn’t excite me
   - I’m a clock watcher
   - I’m a jobs-worth

On average less than 15% reach this level

IMPORTANCE
BELONGING
SECURITY
SURVIVAL

2 and 3 have a direct impact on engagement and can be moved up by the 4 enablers of engagement

Motivators
De-motivators