

Author: Anderson, Jennifer L.

Title: *Discovering the Engagement Levels at Company XYZ*

Graduate Degree: MS Degree in Training and Human Resource Development

Research Advisor: Dr. Richard Herling

Submission Term/Year: Summer/2018

Number of Pages: 37

Style Manual Used: American Psychological Association, 6th edition

- I have adhered to the Graduate School Research Guide and have proofread my work.
- I understand that this research report must be officially approved by the Graduate School. **Additionally, by signing and submitting this form, I (the author(s) or copyright owner) grant the University of Wisconsin-Stout the non-exclusive right to reproduce, translate, and/or distribute this submission (including abstract) worldwide in print and electronic format and in any medium, including but not limited to audio or video. If my research includes proprietary information, an agreement has been made between myself, the company, and the University to submit a thesis that meets course-specific learning outcomes and CAN be published. There will be no exceptions to this permission.**
- I attest that the research report is my original work (that any copyrightable materials have been used with the permission of the original authors), and as such, it is automatically protected by the laws, rules, and regulations of the U.S. Copyright Office.
- My research advisor has approved the content and quality of this paper.

STUDENT:

NAME: Jennifer Anderson

DATE: 08/03/2018

ADVISOR: (Committee Chair if MS Plan A or EdS Thesis or Field Project/Problem):

NAME: Richard Herling

DATE: 08/03/2018

This section to be completed by the Graduate School

This final research report has been approved by the Graduate School.

Director, Office of Graduate Studies:

DATE:

Anderson, Jennifer L. *Discovering the Engagement Levels at Company XYZ*

Abstract

This study focuses on why employee engagement practices are extremely important in sustaining and growing an organization. In addition, this study focuses on what could happen if an organization does not measure and implement employee engagement practices. Measuring employee engagement utilizing a survey is one technique to help gather data and utilize for growth opportunities within an organization. It is imperative to establish what employee engagement means in order to properly address employee engagement practices. After conducting an assessment to measure employee engagement it is important to make sure results are determined and then implemented to ensure that employee engagement practices improve within any organization.

Table of Contents

Abstract	2
List of Tables	5
Chapter I: Introduction.....	6
Statement of the Problem.....	7
Purpose of the Study	8
Assumptions of the Study	9
Chapter II: Literature Review	10
Employee Engagement	10
Measuring Employee Engagement	11
Factors Determining if an Employee is Engaged	12
Problems/Consequences an Organization can Face with Low Engagement	15
Chapter III: Methodology	19
Subject Selection and Description	19
Instrumentation	19
Data Collection Procedures.....	19
Data Analysis	20
Limitations	20
Chapter IV: Results.....	22
Demographic.....	22
Item Analysis	22
Table 1: What Department do You Currently Work Within?.....	22
Chapter V: Discussion, Conclusion and Recommendation	31

Conclusions.....31

Recommendations.....32

References.....34

Appendix: Employee Engagement Survey36

List of Tables

Figure 1: Distribution of Study Population by Department.....	23
Figure 2: Distribution of Study Sample by Department	23
Figure 3: Distribution of Study Sample Based on Length of Employment.....	24
Figure 4: I am Proud to Work for This Company.....	25
Figure 5: I See Professional Career Progression for Myself Within This Company.....	26
Figure 6: I Feel That the Company’s Systems/Processes Support Me Getting My Work Done Effectively.....	27
Figure 7: I am Recognized when I Go Above and Beyond My Assigned Job Duties.....	27
Figure 8: I have a Good Work Relationship with My Immediate Supervisor	28
Figure 9: I Feel That I have a Good Work-Life-Balance.....	29
Figure 10: I have the Resources I Need in Order to do My Job Effectively.....	29

Chapter I: Introduction

The Human Resource department within an organization serves several important functions within a company, and because employees are generally a company's most valuable resource, 'employee relations' is one of an HR department's most important activities. One of the key aspects of employee relations is understanding if the employees are engaged and satisfied.

Monitoring the level of employee engagement is important to an organization because it affects many internal and external aspects of an organization. Employee engagement is the relationship between an organization and its employees. Engagement is seen firstly as an 'attitude of mind', a set of positive attitudes, emotions and behavior, and enabling one to provide high performance and be in tune with the organizational mission (Holbeche & Matthews, 2012). An engaged employee is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged and satisfied workforce can change the entire working environment and productivity of an organization, which is why it is vital to have an engaged and satisfied work force for organizational success.

The company that participated in this study requested that their actual name not be disclosed. For the study, the company will be referred to as Company XYZ, to protect the company's confidentiality for proprietary information. Initially company XYZ was a regional claims administrator founded in 1969, however it has grown into a leading global provider of technology-enabled risk, benefits, and integrated business solutions with 21,000 colleagues, located in 65 countries. Company XYZ delivers service in areas such as workers' compensation, liability, property, disability, and absence management. Company XYZ's headquarters is in

Memphis Tennessee, however, has offices closer to the headquarters of their customer's, the third party that they're administering, to allow easier access to discuss contracts and business needs. This study was conducted at a Minnesota location.

The focus of this study was to obtain feedback from the employees to determine if Company XYZ had an engaged workforce at the Minnesota location. It was understood that the findings of this study would inform management of the areas that would need improvement to improve the satisfaction of the employees. The Minnesota location used in the study has 41 employees serving five lines of businesses such as; Customer Service (CS), Family Medical Leave Act (FMLA), Short-term Disability (STD), Long-term Disability (LTD), and Workers' Compensation (WC).

Statement of the Problem

Company XYZ is experiencing low levels of employee engagement, however, the specific causes of low engagement have not been identified.

There are a few departments within Company XYZ-Minnesota that have high-turnover rates and/or a high usage of FMLA claims. One department within Company XYZ-Minnesota has a total of 9 individuals, since February of 2017, the department has lost 2 managers and 4 employees, which illustrates the high turnover. The loss of so many employees has placed a stigma on the team and does not make the positions attractive to apply for. The high turnover also creates additional responsibilities and stress on the employees that do not leave or use FMLA.

Another perceived contributing factor to low engagement within Company XYZ-Minnesota, is the system issues. The Minnesota location is very private and secure about their employees' privacy, the third-party customer leases the building for Company XYZ, provides

computers, and secures the property. The computer systems/software provided to the Minnesota location does not meet standards for other offices within Company XYZ because of the extra privacy measures, which slows the systems down quite a bit. The issue is, sometimes the systems will go down for a couple hours at a time, which creates additional stress and errors made by the employees because they have to rush through their daily workload once these systems come back up.

The third perceived contributing factor to low engagement is the penalty system, which is also found to be part of the FMLA usage problem. At this time, Company XYZ does not offer sick-time for an individual that is ill and is in need of taking a day off. If an employee calls in the same day for being ill, they would receive a point, once five points are received then the individual could be reprimanded, unless the individual has FMLA. The sick-time policy promotes individuals to come into the office ill and spread the sickness, which causes lack of motivation, the belief that the organization does not care, and then in turn increases the FMLA usage. The company does, however, provide a good amount of leave for vacation, first year employees receive 22 days off within their first year.

Purpose of the Study

The purpose of this study is to provide Company XYZ-Minnesota with a better understanding of the main sources of employee dissatisfaction to help minimize the perceived low levels of engagement.

The question this study attempted to answer was:

What are the primary factors causing the perceived low level of employee engagement at the Minnesota location of Company XYZ?

To identify which of several possible causes could be contributing to low employee engagement the following sub-questions were used to help inform the study.

- Do the employees feel they are experiencing high levels of stress
- Do employees believe that the unscheduled absences of co-workers are making them stressed
- Do the employees believe that the current system of productivity rewards and penalties is the reason for unscheduled absences
- Do the employees believe that there are potential growth opportunities
- Do the employees have a good relationship with their immediate supervisor
- Do the systems/processes support the employees to be successful within their role

Assumptions of the Study

A review of the literature identified many possible factors in general that can contribute to low levels of employee engagement. For the purpose of this study it has been assumed that the nature of the Minnesota operations has led to the occurrence of disengaged employees, increased use of FMLA claims, non-productive employees, job demands, and dissatisfied customer survey results.

Chapter II: Literature Review

The purpose of this study was to give Company XYZ-Minnesota a better understanding of the main sources of employee dissatisfaction to help minimize the perceived low levels of engagement. This chapter will focus on the factors which will determine if an employee is engaged and the problems an organization can face if engagement is low.

Employee Engagement

Organizational values and mission are a company's foundation for their business (Kersten, La Venture, Lui, Welch, & Cervenka, 2015). An organization has to lead with a purpose that will drive and align the departments with the organizational values and mission, therefore creating a powerful purpose for the employees, stakeholders, and the organization. When an organization has strong values, the more stable and enduring the organization will become. Not to mention, people are hard wired to find purpose, which is beyond their normal hierarchy of needs, and they want to also find purpose within their careers (McLeod, 2016). Sustaining meaningful work habits will help make individuals feel engaged.

At this point in time, there is not a universal accepted definition of employee engagement, however, there has been a monumental amount of research done on this topic (Bridger, 2014). For the sake of this research the following definition will be used; Engagement is seen firstly as an 'attitude of mind', a set of positive attitudes, emotions and behavior, and enabling one to provide high performance and be in tune with the organizational mission (Holbeche & Matthews, 2012). The framework of how employee engagement was developed was on the bases of the emotional commitment an employee has to the organization and its mission, values, and strategy. An employee that is emotionally committed to the organization

and its goals will give discretionary effort, therefore, going the extra mile, which leads to better business results no matter what the job role or responsibility is within the organization.

Employee engagement is not sustainable unless the organization has a good foundation that involves having good values, mission and strategy. A definition of strategic HR management is the design and implementation of a set of internally consistent practices that guarantee an organization's human capital contributes to achievement of its business objectives (Huselid, Jackson, & Schuler, 1997). Let's go back to the definition of engagement, being in tune with the mission, it derives high performance which is the ultimate goal of sustaining and growing an engaged organization. If an organization lacks strategic HR practices then it will not have an engaged workforce. If the organization has strong and consistent practices, passed down from management and then onto the employees, sharing the same goals and objectives it will result in organizational success.

Measuring Employee Engagement

To measure employee engagement, the term must be clearly defined to determine exactly what employees are feeling and to what extent the employees feel engaged or disengaged (Bridger, 2014). Measuring engagement practices is crucial and helps aid in determining what an organization will need to improve upon and what an organization is doing well for their employees. The goal of measuring engagement practices is aligning strategic HR practices within the organization so the employees feel that they're working towards a greater good, ultimately promoting the bottom line results (Chalofsky & Krishna, 2009). However, measuring the engagement levels alone will not be enough, changes must be made in order to improve the engagement level.

In most cases, employee engagement is measured with an assessment tool, such as a survey. The data that is obtained from an employee engagement survey is helpful to understand how the employees feel, how engaged they are, and what is and isn't working in order to improve the engagement results (Bridger, 2014). Another form to measure employee engagement is by exit interviews, many organizations can utilize exit interviews for improvement ideas for employee engagement. The third form of establishing information in regards to employees being engaged is through focus groups. There are several engagement tools to verify if the organization is in fact, having low engagement practices, however, the data that is provided will need to be utilized to improve on those practices.

Factors Determining if an Employee is Engaged

If an organization fails to invest in their employees, they risk jeopardizing their own success and survival (Bassi & McMurrer, 2007). At this point, this is where an organization must determine how they want to measure employee engagement and what type of factors they plan to measure. The contributing factors to determine if an employee is engaged are; employee commitment, employee development, work-life balance, culture, and work satisfaction. These factors are discussed in more detail below which also highlight why they should be incorporated into business practice.

Employee commitment has emerged as a very favorable factor when discussing the term engagement, these behaviors given by employees are sought by organizations to help aid organizational retention and performance. To ensure that an organization is fostering employee engagement, firstly they must provide a supportive work environment in order for the employees to provide employee commitment (Chalofsky & Krishna, 2009). The employees' need to feel that an organization cares about them and values their contribution to the organization, to ensure

that they replicate the feelings. There are several aspects that run concurrent with employee commitment that make an employee feel supported.

Employee commitment also increases when an organization focuses on employee development practices such as; career development, performance appraisals, comprehensive training, and friendly work environment (McClellan & Collins, 2011). An organization that puts forth the effort to develop their employees illustrates that the organization cares about the employee, providing them a basis for creating meaningful work. It is important to invest the time and energy into training and development practices, as it also results in creating satisfaction and longevity for an employee. Another benefit from developing employees is to help aid in leveraging their workforces', talents, and skills as a means of staying competitive. When an organization taps into an employee's full-potential, the employee is then more motivated to continue to work hard and provide results.

Another aspect of showing commitment is when an organization focuses on work-life balance; it will make an employee feel more whole and create a sense that they have a greater control and ownership of their own lives. An organization should consider all aspects in their employees' lives such as; work, family, leisure, personal, and community needs (Chalofsky & Krishna, 2009). Although, it may be impossible to tap into all the needs of the employees, a few areas are more important than none. For example, some organizations today have incorporated volunteer days, providing more personal time off work, and have increased paid parental leave time off work to help aid in establishing a work-life balance. Employees who have a positive work-life balance do a better job at work, promoting this balance is beneficial to individuals and the organization.

To be competitive and to sustain in today's market, organizations have to recognize that their employees are their primary concern and it's crucial to think that rewards and recognition will help sustain those employees (Langove & Isha, 2017). Rewards and recognition must be given to employees based on their contributions and achievements of their professional and personal milestones within the organization (Pfeffer, 1998). Employees that receive the rewards and recognition are inspired by their performance and will continue to put forth that effort to continue receiving them, essentially improving the profits of the organization. A few examples that organizations have utilized in giving rewards and recognition to their employees are; bonuses for hitting their sales goals, monthly company logo gifts, and recognition rewards given by team members or supervisors for applying the core values of the organization within their job duties or going above and beyond in their assigned job duties (Deeprise, 2007). Recognizing and rewarding employees boosts moral, illustrates that the organization values them, increases productivity, helps sustain those employees, and more importantly improves the profits of the organization.

The culture of an organization is another significant factor when trying to implement engagement practices. The culture of an organization will set the tone for the entire organization, without driving forces from the very top, the best processes and tools will not work or provide benefits they are capable of delivering. During this stage of developing a better culture, transparency is crucial as it creates trust within the organization and passed down to employees, imbedding trust at all levels (Kersten et al., 2015). Employees who feel that they can trust management and trust the values and mission are willing to thrive in those environments.

Another key element to employee engagement is the satisfaction level of the employees in regard to their work. Direct report alignment is fundamental to manager and employee

satisfaction, but also can be linked to customer satisfaction and the bottom line end results (Capelle, 2014). Another key element that correlates with the satisfaction levels of employees is the processes and procedures within the organization. The organization has to ensure that their systems work properly and the procedures are up to date. If the systems/process are up to date and fast, this increases the productivity and also decreases the chances of an employee being disengaged due to non-working systems or trying to search for correct up to date information. The steps to improve the satisfaction of employees are simple; by making the employees feel they have a good work relationship with their direct report and by having systems and processes that support the employees in fulfilling their job requirements.

Employees are an organizations most valuable asset, it is imperative to ensure their organization is investing back into them. There are many factors that can make an employee more engaged and that is focusing on areas such as; employee commitment, employee development, work-life balance, the culture, and work satisfaction. Firstly, an organization must consider how to define employee engagement and find areas to focus their attention. After the completion of defining employee engagement, they must measure the engagement levels by conducting an assessment by their employees and measure the data which will lead the change to aid the improvement of engagement practices.

Problems/Consequences an Organization can Face with Low Engagement

According to (Rake, Jude) a recent study revealed that only 21 percent of the work force feels engaged and truly committed to their company's success and goals (Rake, 2017). The problems and consequences that an organization can face if their employees are not engaged are monumental and can harm the; organization, stakeholders and customers. It is imperative to understand the aspects of what low engagement could entail for any organization. Actively

disengaged employees have a large impact on the bottom line, they lower productivity, lower customer satisfaction, and raise turnover that cause real measurable losses in profitability, not to mention it also affects the culture of the organization along with producing a high turnover rate.

An organization must recruit to retain the high performers, which will improve engagement levels. Low performing employees are existent in every organization; however, they can be extremely harmful. Many departments within an organization suffer with low performers', they're like an anchor dragging the team down, which makes it extremely hard for a department to move beyond short-term gains (Studer, 2008). Low performers' blame their low performance onto others such as; not enough training, lack of direction, or blame it on personal issues at home. If these individuals are not weeded out within the department/organization they will be potentially decreasing; employee morale, providing bad customer service, impacting the high performers', decreasing the bottom line, and most certainly decreasing the engagement levels.

A person who is not engaged lacks passion, willingness to go above and beyond, and desire to look for a high purpose in their daily work (Phillips, 2016). Disengaged employees are ones who may not necessarily understand their role and the importance it brings to an organization; their strategy may not be in line with the organizations. These employees are quick to bring down others by their un-willingness to go the extra mile and their full potential is not being tapped into.

Employees may have low engagement levels due to lack of communication within the organization. Open communication develops trust, circulating critical data, ideas, challenges, and solutions which also saves time and money for an organization (Kersten et al., 2015). Open communication is vital to the success of the bottom end results. Employees that know more

about the organization's goals and financials have been known to perform better. If communication is lacking, employees will not be at their highest performing level and will lack trust thus creating an actively disengaged employee.

First, an organization must focus their efforts on their employees. If the employees of the organization are having a great experience so will the customers (Maylett & Patterson, 2017). Customer satisfaction could decline if an employee's engagement level is low due to not being satisfied within their position. If an employee does not feel they are being treated fairly, they're not likely to take their role seriously. If the employees are distressed this is sensed by the customer. If an employee is not working at their full potential, the customers may feel that they're not cared for or appreciated which has a potential of losing customers. It is essential for an organization to put the employee first

A consequence of low engagement practices could increase the turnover for any organization. If an employee is not satisfied with their position or organization, they will be actively looking for a new job. There are many side effects for an individual leaving an organization, however, it costs money to hire and train new talent to replace the unsatisfied employee. It is also reducing the bottom line results, not only because the hiring and training, but the new employees are not as productive as one that was already trained in. If efforts were made to increasing the engagement levels of the existing staff, there will be less turnover.

According to Holbeche and Matthews (2012), when employees perceive that the terms of their inner connection has been broken, they reciprocate by withdrawing or making less effort on behalf of their employer. Some forms of employee disengagement include; emotional exhaustion, higher turnover intentions, turnover behavior and low job satisfaction, and trust and commitment issues (Swindall, 2011). It is imperative to measure, evaluate, and implement

engagement strategies to help reduce the disengaged workforce. It is time to invest in the employees, the heart of the organization.

Chapter III: Methodology

The purpose of this study was to provide Company XYZ-Minnesota with a better understanding of the main sources of employee dissatisfaction to help minimize the perceived low levels of engagement

Subject Selection and Description

The study population is made up of 41 hourly, non-exempt, and exempt workers at Company XYZ. The study sample consisted of 21 employees have self-elected to participate, representing the following work groups; LTD 100%, FMLA 86%, WC and Customer Service 50%, STD 33% and Other 33%. Distribution of the study sample based on length of service at the Minnesota location was: less than one year 14.29%, one - two years 28.57%, three - five years 14.29% and six or more years at 42.86%.

Instrumentation

The instrumentation that was utilized to collect data was a survey, via web link. This survey was created utilizing Qualtrics software and distributed to the account specific email distribution list, which all 41-employee utilized. The sample time frame for sending out the survey and obtaining feedback was one week. The questions were constructed utilizing a Likert 5-point scale and one open-ended question. The 10-question survey asked questions around the area of employee engagement which included questions in subgroups of the following, opportunities and growth, people and culture, corporate reputation and practices, reward and recognition. Please review Appendix A for more details.

Data Collection Procedures

Prior to the survey being conducted, the General Manager reviewed the survey questions to ensure revisions were not needed and the review resulted with no revisions made. The email

was sent out the following day to all the 41 Minnesota location employees. The email stressed that the responses would be kept confidential and that the survey was involuntary. The email contained the link that the respondents would have only needed to click on to access the survey. In the context of the email, it also stated that the employees were given a week to complete the survey. Three days after the survey was administered, a follow up email was sent out as a reminder for the employees to complete it by the fifth day.

Data Analysis

The survey delivered via email was of a Likert scale design, and thus the data was processed quantitatively. All of the 21 completed surveys were analyzed individually and the data was totaled into one result for each of the nine questions. The data illustrated how many responses were received from the population and the analysis provided a graph of the statistical data as a whole per question.

The responses to the open-ended question, during the survey, were analyzed qualitatively. There were only two respondents who answered the open-ended questions, the responses pertained to the systems/process and rewards and recognition categories of the survey.

Limitations

There were several changes within the organization prior to administering the survey to Company XYZ-Minnesota location. A month prior to administering the survey, a new General Manager was hired, who was an existing internal manager. At the time of administering the survey, the new general manager replaced their previous role as an LTD manager and the STD manager with employees from another account at XYZ Company. This change could have persuaded results in a different direction, in which was not originally accounted for.

A few individuals had mentioned they did not complete the survey because they felt the question in regards to the length of employment and what department they were in would illustrate who they were. These individuals felt that their information would be shared with the general manager, thus making this a limitation to the survey results and also potentially impacting the results of the survey.

Chapter IV: Results

The purpose of this study was to provide Company XYZ-Minnesota with a better understanding of the main sources of employee dissatisfaction to help minimize the perceived low levels of engagement.

Demographic

There are 41 total employees at the Company XYZ-Minnesota location. The first question of the survey tool asked study participants to identify which work group or department they represented. Figure 1 illustrates the distribution of both the study population and sample by department. The department identified as Other consisted of members of the data team and managers.

Item Analysis

In this section, is a list of tables and figures that illustrates the results of the survey questions that the employees at Company XYZ had completed.

Table 1

What Department do You Currently Work Within?

Department	# of workers (N-41)	% of workforce	# of respondents (n=21)	% of sample
CS	4	9.75%	2	9.52%
FMLA	8	19.51%	7	33.33%
STD	18	43.90%	6	28.57%
LTD	2	4.87%	2	9.52%
WC	4	9.75%	2	9.52%
Other	5	12.19%	2	9.52%

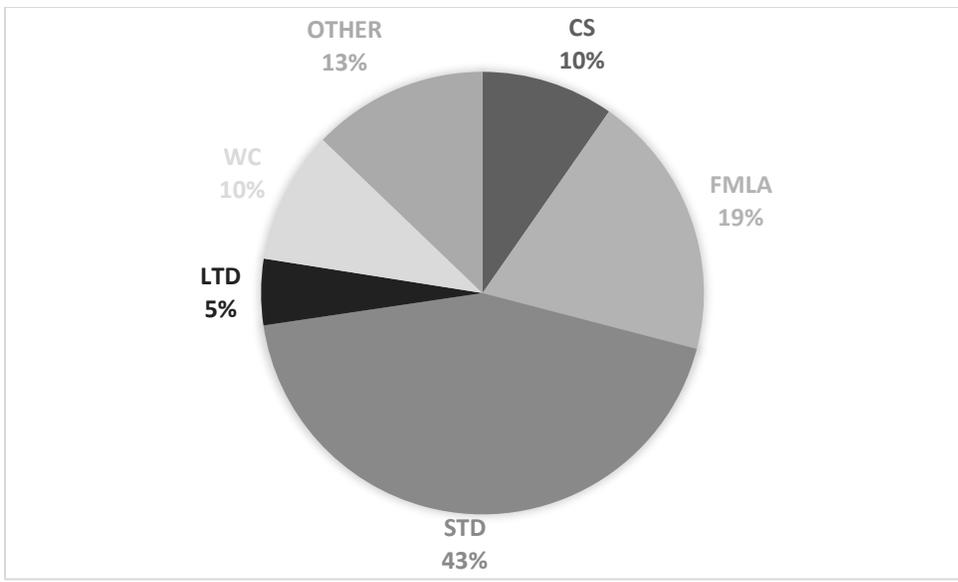


Figure 1. Distribution of study population by department.

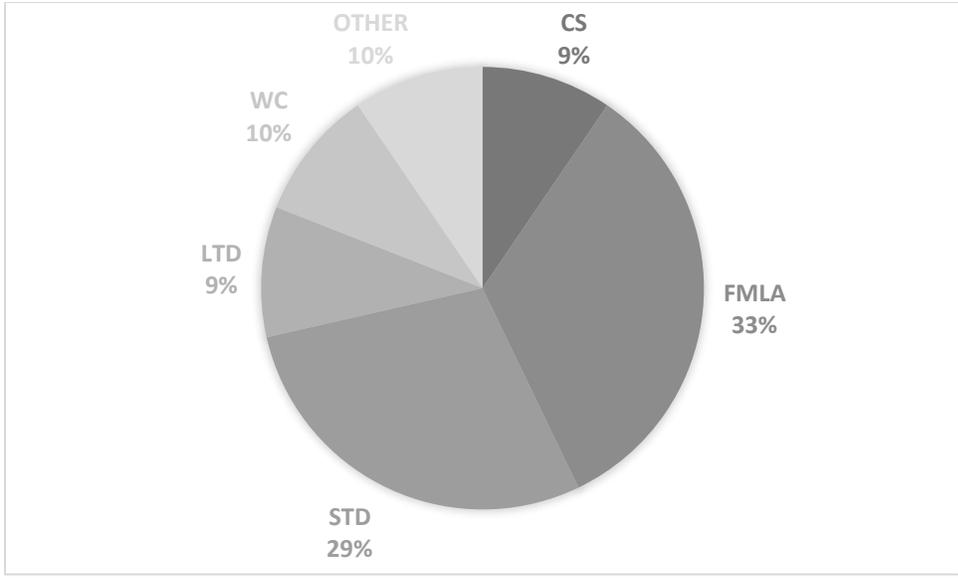


Figure 2. Distribution of study sample by department.

The second survey question asked study participants how long they had been employed at the Minnesota location. Figure 3 shows that 42.86% of the sample population have worked for the Minnesota location for 6 or more years, which is the highest percentage. The second group is employees that have worked at the Minnesota location for 1 - 2 years meaning 28.57% of the

sample population completed the survey. It would be safe to assume that at least more than 40% of the sample population has longevity with Company XYZ.

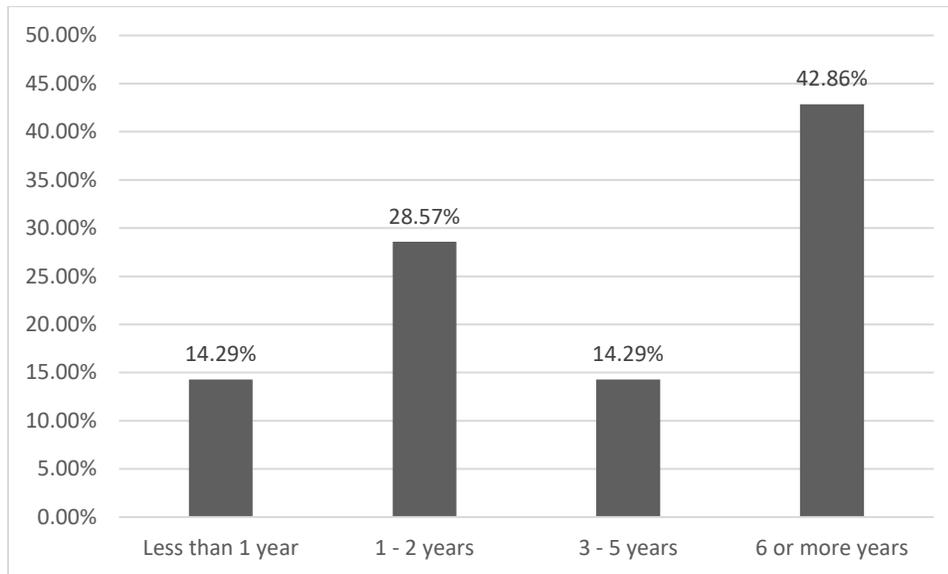


Figure 3. Distribution of study sample based on length of employment.

The third question asked participants if they had pride in working for Company XYZ. Figure 4 illustrates that 52.38% of the sample population is proud to work for Company XYZ, and 0% of the sample population strongly disagreed with the question's statement. The graph illustrates that more than half of the sample population is proud to work for Company XYZ.

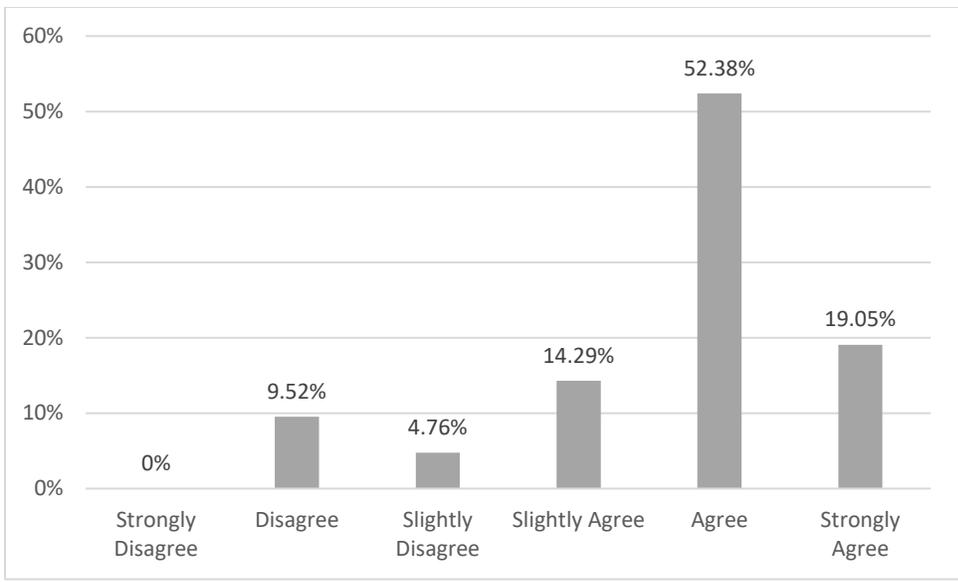


Figure 4. I am proud to work for this company.

The fourth question asked participants if they agreed or disagreed with the statement that they could see professional career progression for themselves with Company XYZ. Figure 5 illustrates that more than half of the sample population stated that they agree that they see professional career progression within the Minnesota location. In total 66.67% state that they strongly agree and agree that they see professional career progression. Strongly disagree and disagree were not selected for answers, only 9.52% of the sample population stated that they slightly disagree.

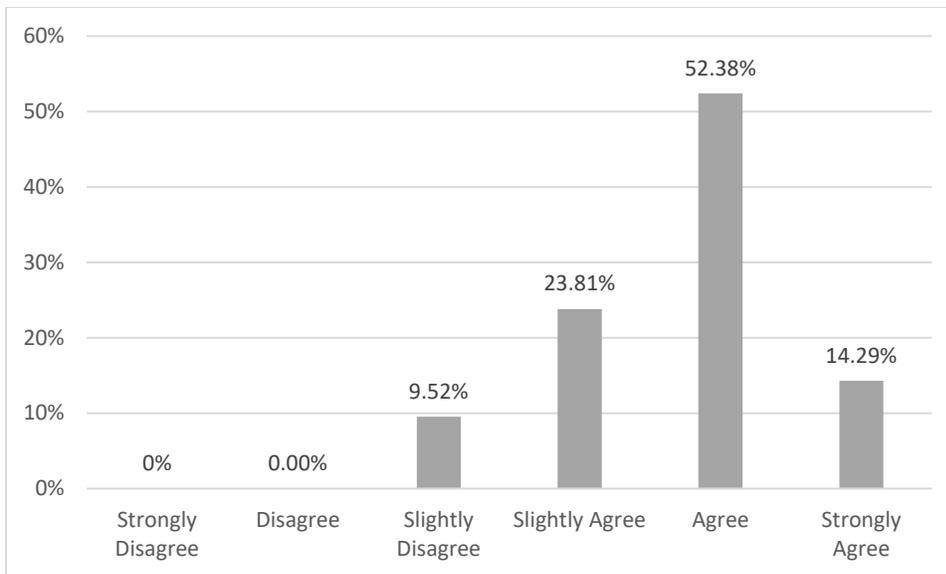


Figure 5. I see professional career progression for myself within this company.

The fifth question asked participants if they agreed or disagreed with the statement that the company's systems/processes supported them in effectively completing their daily work tasks.

Figure 6 illustrates that slightly more than 42% of the respondents agreed that systems/processes support them getting their work done effectively while almost 24% disagreed or strongly disagreed.

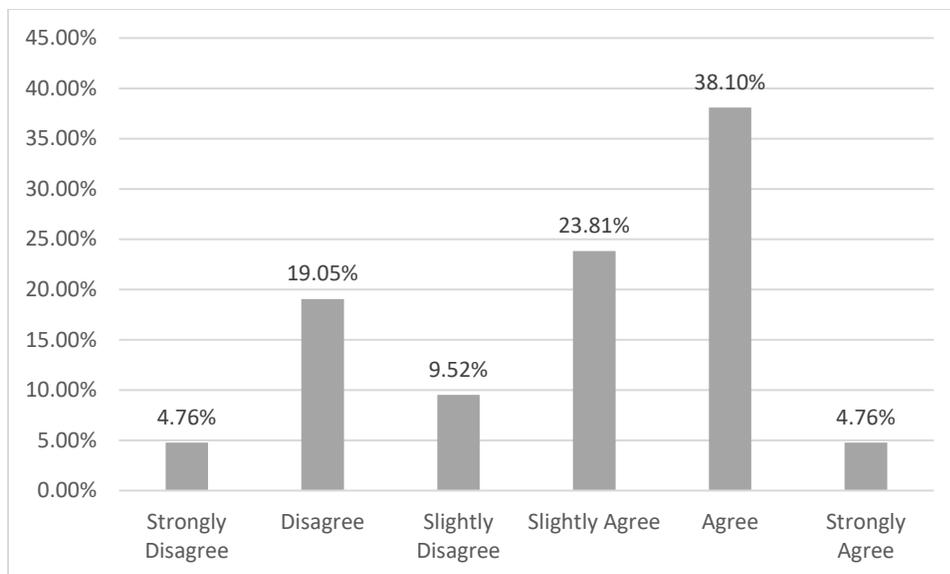


Figure 6. I feel that the company's systems/processes support me getting my work done effectively.

The sixth question asked participants if they believed that the company recognized when their individual work efforts exceeded what was expected with their normal assigned job duties.

Figure 7 illustrates that more than 85% of the participants slightly agreed, agreed or strongly agreed that they are recognized when they go above and beyond their assigned job duties.

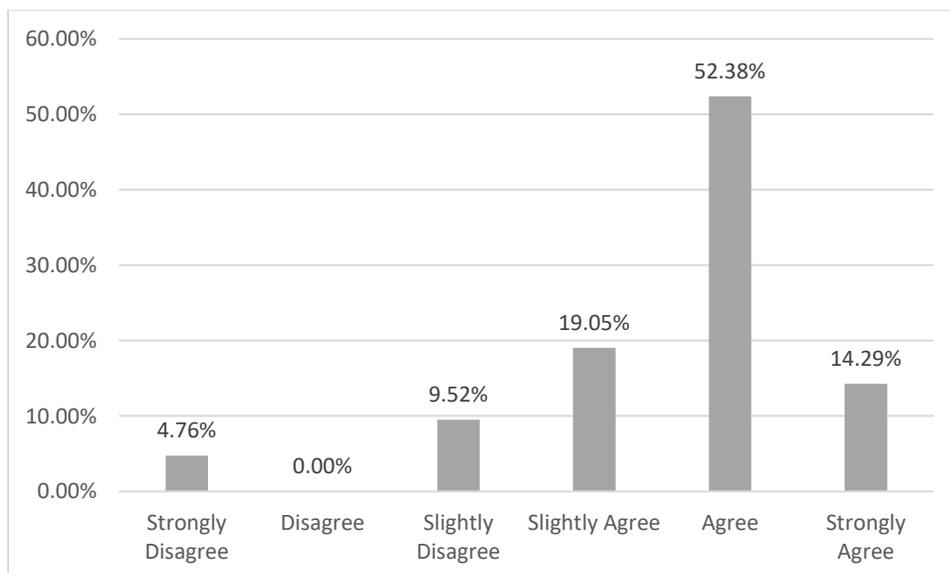


Figure 7. I am recognized when I go above and beyond my assigned job duties.

The seventh question asked participants if they believed that they had a good work relationship with their immediate supervisor. Figure 8 illustrates that 52.38% of the respondents felt that they have a good work relationship with their supervisor. The data also illustrates that none of the respondents slightly disagreed, disagreed or strongly disagreed with this statement.

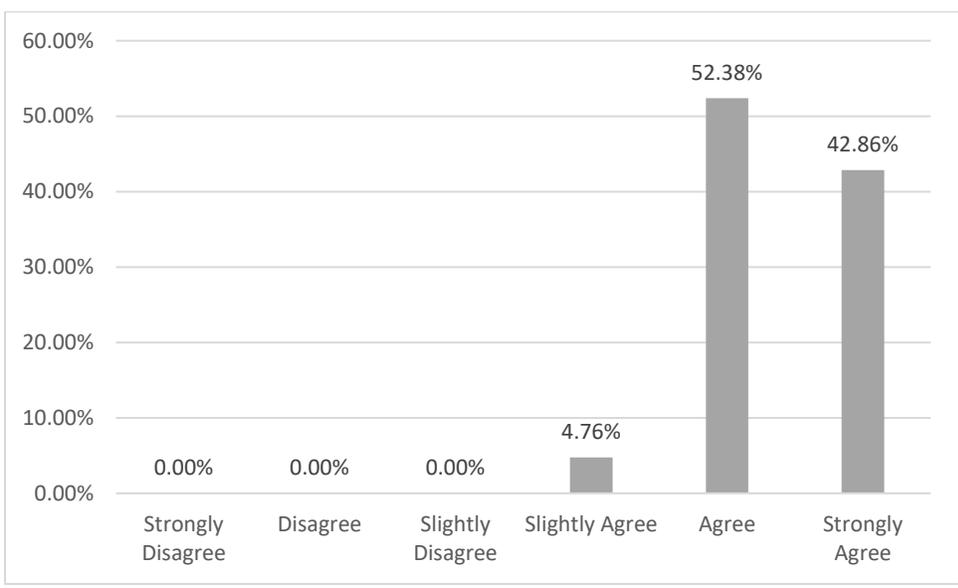


Figure 8. I have a good work relationship with my immediate supervisor.

The eighth question asked participants if they believed that they have a good work-life-balance. Figure 9 illustrates that over 95% of the respondents felt as if they have a good work life balance.

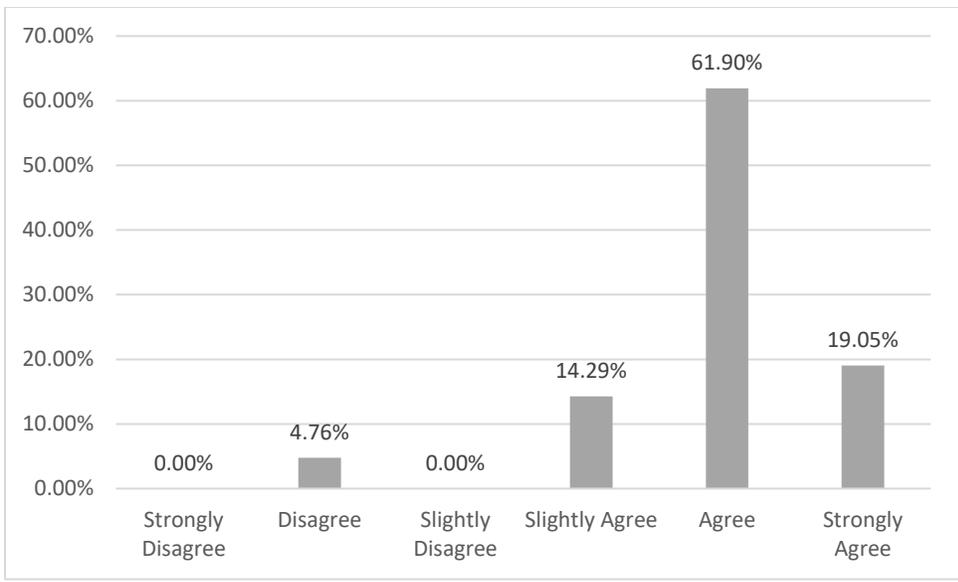


Figure 9. I feel that I have a good work-life-balance.

The ninth question asked participants if they believed that they have the resources they need in order to do their jobs effectively. Figure 10 illustrates that 85% of the respondents either agreed or strongly agreed that they were being provided the resources they needed to do their job effectively.

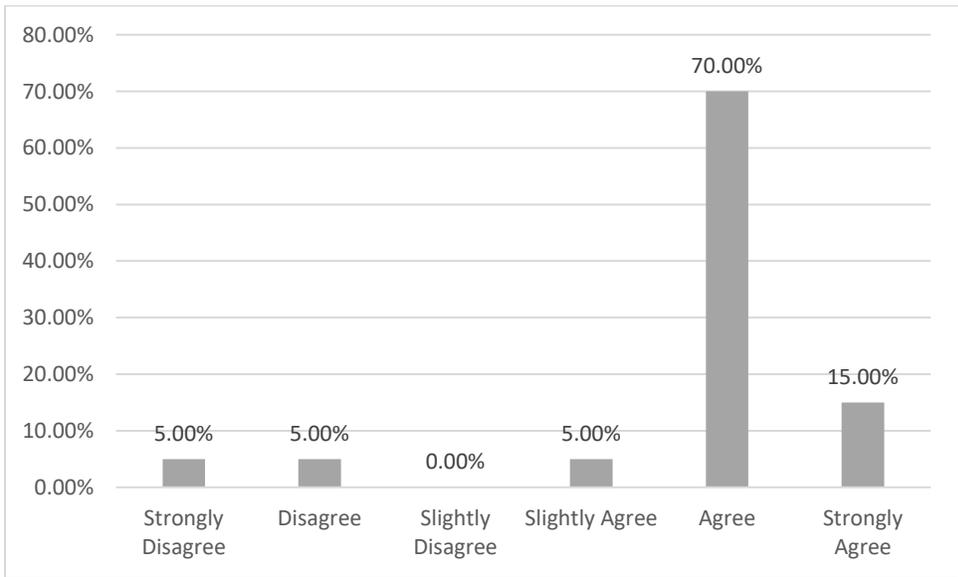


Figure 10. I have the resources I need in order to do my job effectively.

The final question of the survey offered respondents an opportunity to identify topics they would like more information about. The responses to this question were not relevant to this study and have not been included in this summary report.

Chapter V: Discussion, Conclusion and Recommendation

There is a great number of benefits to building an organization around employee engagement. Engagement is directly linked to employee satisfaction, organizational performance, and bottom-line business results.

The purpose of this study was to provide Company XYZ with a better understanding of the main sources of employee dissatisfaction in their Minnesota location to help minimize the perceived low levels of engagement. It was believed that if engagement were to remain low; the organization could potentially lose more employees, have increased FMLA usage, increased stress, decline in being a replicable company, and poor customer service results all of which could affect the bottom-line for Company XYZ. The question this study attempted to answer was:

What are the primary factors causing the perceived low level of employee engagement at the Minnesota location of Company XYZ?

This chapter summarizes the findings of the study.

Conclusions

Overall, the results of the engagement survey were considered by the company to be very positive. Nine out of twenty-one of the respondents which is 42.86% of the sample had worked at Company XYZ for more than six years. This illustrated longevity within the workforce. Longevity within a workforce illustrates loyalty, the wealth of knowledge of the past and new of the organization, able to provide footprints to the oncoming employees, and overall that employees are satisfied to work at Company XYZ.

The survey results for, "I have a good work relationship with my immediate supervisor," stood out greatly with 100% of the sample indicating positive responses. A workforce is more

motivated and willing to go above and beyond when they have a good work relationship with their supervisor, with results like that, it would be suggested that the workforce is motivated to do well for their supervisor and the organization as a whole, enhancing the bottom-line business results.

When asked to answer the statement, “I am proud to work for this company.” 96.72% of the sample responding positively which illustrated that Minnesota location has a company culture that empowers their employees to contribute to the overall goal of the company meaning, the employees will naturally feel proud of their contribution to the overall organizational results. The employees at Company XYZ are satisfied with their work, engaged, willing to recommend the company as a good place to work, and likely to stay with the organization for many more years.

It was also demonstrated that the majority of the sample 52.38% had a good working relationship with their immediate supervisor. Overall, based upon the results of the collected data the employees at the Minnesota location are satisfied with their immediate supervisor, the recognition they receive, the resources provided, and the company.

Recommendations

Based upon the study findings, it appears that either the factors studied are not contributing the perceived low level of engagement of the Minnesota location, or that the perception of low employee engagement is incorrect. Clearly the amount of turnover at the Minnesota location indicates that there is a problem with employee satisfaction. As previously noted, both the method of selecting study participants and the low number of employees that agreed to participate in the study, are recognized limitations to this study and as a result the findings may not be a true representation of the entire workforce. It is recommended that a

follow up study be conducted to explore other factors that may be contributing to the problems believed to be indicators of low employee engagement.

References

- Bassi, L., & McMurrer, D. (2007). Maximizing your return on people. *Harvard Business Reviews*, 6(1), 81-90.
- Bridger, E. (2014). *Employee engagement*. London, United Kingdom: Kogan Page, Limited.
- Capelle, R. (2014). *Optimizing organization design: A proven approach to enhance financial performance, customer satisfaction and employee engagement*. San Francisco, CA: Jossey-Bass.
- Chalofsky, N., & Krishna, V. (2009). Meaningfulness, commitment, and engagement: The intersection of a deeper level of Intrinsic motivation. *Advances in Developing Human Resources*, 11(2), 189-203.
- Deeprise, D. (2007). *How to recognize & reward employees 150 ways to inspire peak performance* (2nd ed.), New York, NY: AMACOM.
- Holbeche, L., & Matthews, G., (2012). *Engaged: Unleashing Your Organization's Potential Through Employee Engagement*. New York, NY: Wiley.
- Huselid, M., Jackson, S., & Schuler, R. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40(1), 171-188.
- Black, J., La Venture, K., Lui, K., Welch, E., & Cervenka, D. (2015). *The human factor to profitability: Building a people-centered culture for long-term success* (1st ed.). Austin, TX: River Grove Books.
- Langove, N., & Isha, A. (2017). Impact of rewards and recognition on Malaysian IT Executives well-being and turnover intention: A conceptual framework. *Global Business and Management Research: An Internal Journal*, 9(1), 153-161.

- Maylett, T., & Patterson, K. (2017). *Bridging the expectation gap: Three contracts that align trust, relationships, and the employee experience*. New York, NY: John Wiley & Sons, Incorporated.
- McClellan, E., & Collins, C. (2011). High-commitment HR practices, employee effort, and firm performance: Investigating the effects of HR practices across employee groups within professional services firms. *Human Resource Management, 50*, 341-363.
- McLeod, L. (2016). *Leading with noble purpose: How to create a tribe of true believers*. Hoboken, NJ: John Wiley & Sons, Incorporated.
- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Boston, MA: Harvard Business School Press.
- Phillips, K. E. (2016). *Employee leaps: Leveraging engagement by applying positive strategies*. Retrieved from <http://ebookcentral.proquest.com>
- Swindall, C. (2011). *Engaged leadership: Building a culture to overcome employee disengagement*. Retrieved from <http://ebookcentral.proquest.com>
- Rake, J. (2017). *The bridge to growth: How Servant Leaders achieve better results and why it matters now more than ever*. New York, NY: Skyhorse Publishing.
- Studer, Q. (2008). *Results that last: Hardwiring behaviors that will take your company to the top*. Hoboken, NJ: J. Wiley & Sons.

Appendix: Employee Engagement Survey

This survey is to provide the work location with how the employee engagement practices are within this location. The survey is completely involuntary, you do not need to complete if you do not choose to. This survey will not take more than five minutes, please select the option that most applies to you.

- 1. What department do you currently work within?**
 - a. Customer Service
 - b. FMLA
 - c. STD
 - d. LTD
 - e. WC
 - f. Other
- 2. How long have you been employed at the Woodbury location?**
 - a. Less than 1 year
 - b. 1-2 years
 - c. 3-5 years
 - d. 6 or more years
- 3. I am proud to work for this company.**
 - a. Strongly Disagree
 - b. Disagree
 - c. Slightly Disagree
 - d. Slightly Agree
 - e. Agree
 - f. Strongly Agree
- 4. I see professional career progression for myself within this company.**
 - a. Strongly Disagree
 - b. Disagree
 - c. Slightly Disagree
 - d. Slightly Agree
 - e. Agree
 - f. Strongly Agree
- 5. I feel that the company's systems/processes support me getting my work done effectively.**
 - a. Strongly Disagree
 - b. Disagree
 - c. Slightly Disagree
 - d. Slightly Agree
 - e. Agree
 - f. Strongly Agree
- 6. I am recognized when I go above and beyond my assigned job duties.**
 - a. Strongly Disagree
 - b. Disagree
 - c. Slightly Disagree
 - d. Slightly Agree
 - e. Agree
 - f. Strongly Agree
- 7. I have a good work relationship with my immediate supervisor.**
 - a. Strongly Disagree

- b. Disagree
- c. Slightly Disagree
- d. Slightly Agree
- e. Agree
- f. Strongly Agree

8. I feel that I have a good work-life-balance.

- a. Strongly Disagree
- b. Disagree
- c. Slightly Disagree
- d. Slightly Agree
- e. Agree
- f. Strongly Agree

9. I have the resources I need in order to do my job effectively.

- a. Strongly Disagree
- b. Disagree
- c. Slightly Disagree
- d. Slightly Agree
- e. Agree
- f. Strongly Agree

10. Is there anything specific that you would like us to know?