

EFFECTIVE EMPLOYEE ENGAGEMENT USING SWOT ANALYSIS

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Abstract—Facing various challenges and very tight business competition, a company has to provide the best services possible to their customers. One of the ways to compete in terms of performance and available services is having exceptional employees and a good team. This results in higher productivity and better services. The best companies build and sustain a culture of engagement and they understand that an employee is not just “nice to have” but that it is a critical part of achieving their business results. Leaders need to understand that employee engagement is primarily their responsibility. Improving the employee engagement level seems to be easy but it isn’t. Companies are facing problems and difficulties when it comes to formulating strategies to create and retain engaged employees. Considering those problems, the author has tried to explore the implications of SWOT analysis to possibly drive engagement, which leads to recommended strategic actions. SWOT analysis was chosen because it is a simple, universal and useful framework for analyzing an organization’s strengths, weaknesses, opportunities and any threats that the organization faces, which includes assessing any engagement problems. This paper goes on to show that SWOT methodology can become a useful tool to create activities and policies to boost the employee engagement level.

Keywords— SWOT Analysis on Employee Engagement.

I. INTRODUCTION

The concept of employee engagement is often confused with satisfaction, happiness or well-being. The real definition is deeper in meaning. It is defined as the level of an employee’s psychological investment in their organization. Everyone knows that employee engagement is an important thing that is needed to improve organizational performance and productivity, but many leaders fail to keep their employee engaged. The problems of low productivity, bad services being provided to their customers and the high turnover of employees are probably causes of incorrect actions made in this regard. These variables have encouraged the author to review several studies related to employee engagement models and drivers, after which they used the SWOT analysis to determine strategies based on the existing strengths, weaknesses, opportunities and threat

in order to increase the level of engagement. The author found that using SWOT analysis will make it easier for leaders to focus on weak areas and to redesign their work and policies which will lead to a happy workforce and better teamwork.

uch of the existing literature presents comprehensive employee engagement models that bring the existing dimensions and drivers together within a conceptual framework, such as from Khan, Gallup, Aon, Zinger, Ferry, Sirota, The Irresistible Organization. The many discussion articles related to employee engagement can also become company references. Companies need to keep abreast of developments in employee engagement discussions periodically since different eras have different thoughts and different approaches to making their employees engaged.

II. LITERATURE REVIEW

A. Employee Engagement

The following are some of the definitions and meanings of employee engagement from several sources. Employee engagement is a fundamental concept in the effort to understanding and describing, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees (Wikipedia, 2019). “Approach employees as true partners, involving them in continuous dialogues and processes about how to design and alter their roles, tasks and working relationships – this means that leaders need to make it safe for employees to speak openly of their experiences at work (Kahn, 2015).

Employee engagement is the strength of the mental and emotional connection that employees feel toward their places of work. Employee engagement is not the same thing as happiness, satisfaction or well-being (Thompson, 2018). When we are engaged and when we are emotionally committed, it means that we are going to put in our best effort. We are going to the extra mile. Engagement is important and powerful (Kruse, 2015)

SWOT analysis is a useful element of the strategic planning process, providing a clear summary statement of the organization’s strategic position that is applied from within the company and that is functional through to the personal level (Evans and Wright 2009). The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in

any decision-making situation when a desired objective is defined and it may also be used in creating a recommendation during a viability study or survey (Wikipedia, 2019).

B. Review of Engagement Models

Some of the models used have been listed below.

1) Kahn Engagement Model

This model defined engagement as an employee's ability to harness their "full self" at work and it identified the three psychological conditions that enable it: Meaningfulness, Safety and Availability (Kahn, 1990). Meaningfulness means that it is meaningful and effective, safety means that it is confident and secured and availability means respect and trusted. His findings separate engagement from everyday hard work. A diligent employee who can harness their full self will display loyalty and ownership. Kahn found that engagement isn't static – an employee's experiences of the workplace in different moments can cause fluctuations in the level of engagement.

2) Gallup Engagement Model

Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace. The Gallup model uses 12 questions to measure and index employee engagement.

3) Zinger Engagement Model

Engagement strategies must be authentic if they are to inspire the employees to consistently perform their best as "superficial" attempts will have the opposite effect (Zinger, 2009). The model provides organizations with 12 keys that a manager must follow to achieve significant results: Achieve Results, Craft Strategies, Enliven Roles, Excel at Work, Get Connected, Be Authentic, Live Recognition, Fully Engage, Identify with the Organization, Serve Customers, Develop Personally and Attain Happiness. The David Zinger Model for employee engagement considers all of the important aspects that could impact on the involvement, engagement and dedication of employees.

4) Aon Engagement Model

Aon defines engagement as the psychological state and behavioral outcomes that lead to better performance. Aon's Engagement Model examines interconnected levels including drivers, engagement outcomes and business outcomes. Employers can set themselves up for continued success by focusing on the key engagement drivers that have a positive impact on their workforce and thus keep their employees engaged. Companies with a highly engaged workforce have risen to the challenge. They proactively respond to the environment, competition and changing workforce needs. They evolve but stay true to the values that made them successful and well-positioned for continued success in the first place (Hewitt, 2011). The Aon Engagement model provides a complete picture of the business impact of engagement, employee engagement

itself and the work factor experience that leads to higher engagement.

5) Korn Ferry Engagement Model

The Korn Ferry Engagement Model produced a pathway to productivity model which lists multiple drivers to engage and enable employees. The model describes the drivers of employee effectiveness that lead to employee engagement, effectiveness and productivity. The assessment of the two E's—engagement and enablement—can provide organizations with powerful insights for the betterment of inclusion beyond diversity.

6) Sirota Engagement Model

Sirota developed a distinctive model of Employee Engagement called Sirota's Three Factor Model. The research suggests that engagement is achieved through the satisfaction of three primary engagement factors: achievement, camaraderie and equity.

7) The Simple Irresistible Organization by Deloitte University

The Simple Irresistible Organization is a new model for employee engagement and a shift from improving employee engagement to focusing on building an irresistible organization (Bersin, 2015). A Simple Irresistible Organization has five elements that drive engagement and 20 underlying strategies that work together to make the organizations "irresistible." These 20 factors fit together into a system of engagement in an organization, one that is held together through a shared culture.

8) SWOT Analysis

SWOT analysis helps an organization to focus on its strengths, to minimize threats, and to take the greatest possible advantage of any opportunities available to the organization. Using SWOT analysis will force the company to look at employee engagement in new ways and from new directions. To define an action list, a leader should select people from different departments or divisions to utilize different points of view and to make sure that there are representatives from every part of the company in order to get an entirely different perspective that will be critical to making the SWOT analysis successful (Parson, 2018). To construct and conduct the SWOT analysis, questions can be asked of the team that can help to explain each section and to promote creative thinking. Once the SWOT analysis is complete, there should be an attempt to match strengths with opportunities. The company should try to convert weaknesses into strengths and to mitigate the threats.

Many practitioners use SWOT as a tool for business and marketing but it seems to be rarely used as a strategic tool to review employee engagement. In this paper, the author used SWOT analysis for analyzing a company's strengths and weaknesses while identifying both the opportunities and threats that the company faces related to employee engagement. To illustrate how this works, the author created a SWOT analysis example as below.

TABLE 1. AUTHOR’S ILLUSTRATION OF THE SWOT FRAMEWORK AS RELATED TO EMPLOYEE ENGAGEMENT

	Helpful	Harmful
	Strengths	Weakness
Internal	1. Employee Engagement Survey conduct	1. Complex organization
	2. Has Solution Provider	2. No platform for employees raise issues
	3. Employee Engagement survey result is given	3. Slow response in anticipate Employee Engagement
	4. Initiative action taken	4. Initiatives action taken not "kick" the problems
	Opportunity	Threats
External	1. Employee Engagement maintained	1. Higher Employee turnover
	2. Good workplace	2. Perform employee left company
	3. Capability of management	3. Inefficiency
	4. Alignment between people, structure and strategy	4. Complicated Lives

TABLE 2: AUTHOR’S SWOT ANALYSIS FOR TABLE 1

	Helpful	Harmful	
	Strengths	Weakness	
Internal	1. Strategy SO	2. Strategy WO	
	<ul style="list-style-type: none"> Regular Survey Conduct Right Solution Provider Real-time feedback and immediate actionable solution Leadership traits 	<ul style="list-style-type: none"> Focus on simplicity, removal of formal bureaucratic Platform for employees to raise issues and feedback Listen, Focus and Transform Refresh model and drivers of engagement 	
		Opportunity	Threats
	External	3. Strategy ST	4. Strategy WT
<ul style="list-style-type: none"> Approaching all level of employees Flexible, humane and inclusive workplace Developmental opportunities Clear vision, purpose, transparency, inspiration 		<ul style="list-style-type: none"> Considering multi-generation Attractive Compensation & Benefit Innovations Work Life Balance 	

Subcategorizing the four primary elements into internal and external factors isn’t necessarily critical to the success of SWOT analysis, but it can be helpful in determining the next move or to evaluate the degree of control that you have over a given problem or opportunity (Shewan, 2018). From the illustration above, it shows that SWOT analysis assists the leaders in identifying the perceived weaknesses and threats, developing them with knowledge and the insights needed to make strategic decisions.

III.METHODS

The method used in this paper was the SWOT methodology. This was used to review the problem of employee engagement based on strengths, weaknesses, opportunity and threats to the company. We defined planning and strategic decisions from the possible available drivers in order to accelerate engagement.

IV.RESULTS AND DISCUSSION

The outcomes from Table 1 and 2 captured the strategic items for further development into initiative actions, as illustrated in the below table.

TABLE 3: INITIATIVE ACTIONS BASED ON THE SWOT ANALYSIS FROM TABLE 2

Drivers	Items	Initiative action
Leadership	Focus on simplicity, removal of formal bureaucratic Platform for employees to raise issues and feedback	MBWA, Management By Walking Around
Get Connected	Listen Focus and Transform	Communication
Resources	Considering Multi - Generation	Flexible, Humane and inclusive workplace
Empowerment	Innovations	Motivation
Enliven Roles	Work Life Balance	"Know Your Employee"
Excel at Performances / Efficiency	Attractive Compensation & Benefit	Performance Appraisal

According to the results from Table 3, we can see that the SWOT analysis has a structural approach for the leader to use to translate the strategy into initiative action, which is a tool for planning purposes. By using SWOT analysis, strategic and corrective actions will be easier to define. They will also help the leaders to focus and facilitate them in taking immediate actions to accelerate engagement.

Different employees lay down different weights of emphasis on the drivers which impact engagement. Several factors that an influence maybe come from include gender, age, diversity and the job characteristics themselves, thus employee engagement programs should approach all levels of employee. Many solution providers help organizations to measure their employee engagement level. For a company, it can become difficult to choose which provider needs to be used because they often sound alike. As we know, each provider has their own models, drivers and elements, even if some focus the same. A company can review, choose or maybe combine which models and drivers are the most effected and that fit to their needs based on the company culture and employee characteristics.

To plan strategic and initiative action, companies can use SWOT analysis to review it as it is so simple and easy to focus on an area that needs to improve. SWOT is also trusted as it is a significant tool for situation analysis that help leaders to identify both

organizational and environmental factors (Gurel, 2017). Employee engagement is the condition of an employee to commit, to be devoted and loyal and to have a positive attitude or behavior with a strong, emotional connection towards their work and the organization. This is characterized by energy, pride, feelings of enthusiasm and dedication, being a team player, being accountable for their responsibilities, actively participating in company projects, conducting their assignments, supporting of their colleagues and achieving the organizational goals and success.

V. CONCLUSION

Considering that workplaces evolve in line with advances in technology, such as organization flattening, the demand of millennial employees for rapid rotation, being creative at work and accelerating development opportunities. The trends within work nowadays show that employees have less time with their superior and that they working 24/7 with messages, emails and conference calls, which make the work environment become very complex. Engagement, as a concept, has to evolve as well. This situation means that the employee equation changes, which means that the company needs an enhanced model of engagement that incorporates sustainability, creativity and inclusivity.

This paper proposes an additional approach to the study of employee engagement due to the increasing complexity and diversity of the working environment. This makes it possible to construct models and drivers for improvement. By relying on SWOT analysis, it easier to define the focus area.

In order to improve engagement, an organization must know what factors have the greatest impact on employee engagement in their workplace. The management can then take immediate action to create an engaged workplace with higher productivity, better customer service and a lower turnover.

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