

HOW TO INSPIRE EMPLOYEE ENGAGEMENT, INNOVATION AND HIGH PERFORMANCE IN TIMES OF HIGH UNCERTAINTY?

Presenter:

Introduction

- The phenomenon of turbulence is what the literature calls uncertainty.
- Bloom (2014)
- Eisenhardt and Zbaracki (1992)

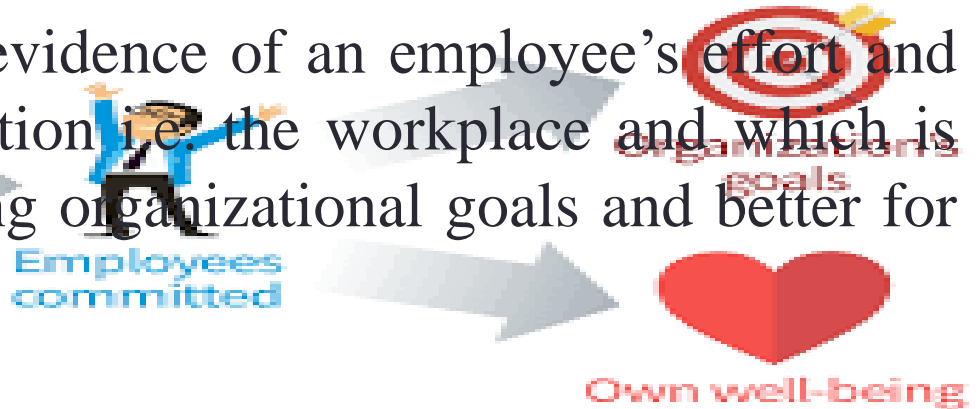


Aim of the study



Employee Engagement

- Macey et al (2009) the evidence of an employee's effort and will put into an organization i.e. the workplace and which is directed towards achieving organizational goals and better for own well-being



- Mone et. al (2011)

Employee engagement is the opposite to burnout thereby meaning it is all the energy and vigour put in by the workers to achieve organizational excellence.



Employee Engagement and Uncertainty

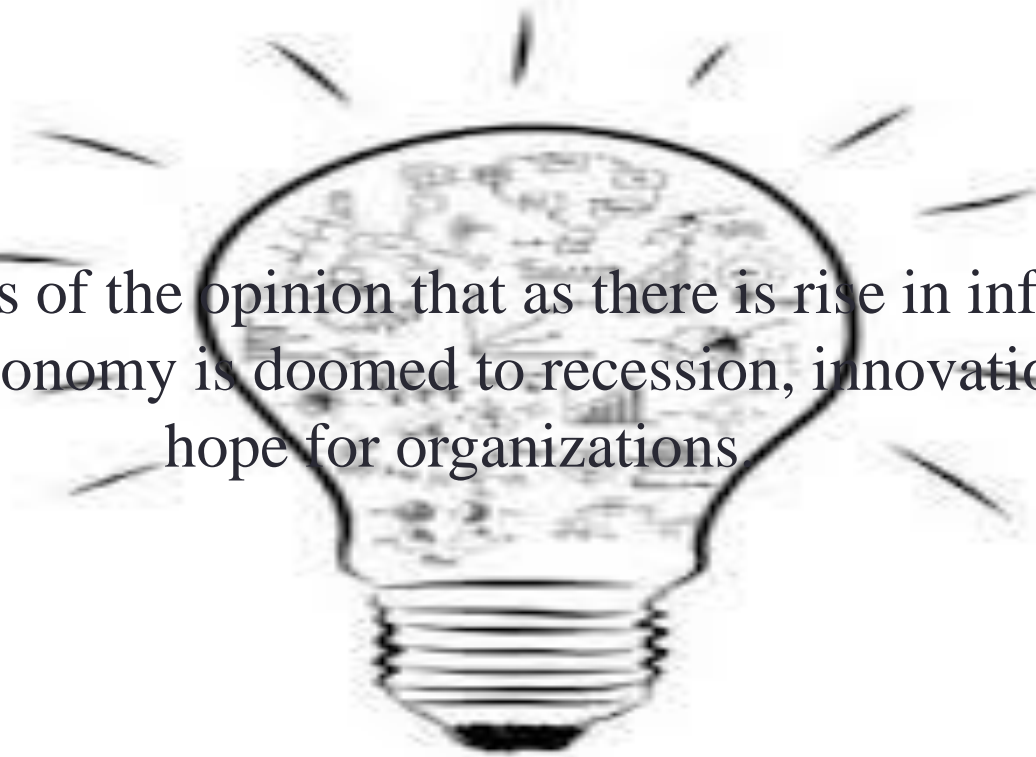
- Rooy et. al (2011)
 - Leadership
 - Training opportunities
-
- Page and Brodrick (2009)
 - Subjective well being,
 - Well being of the work place and
 - Well being on the psychological front

Engaging Employees In Times of Uncertainty







Innovation

Singh (2011) is of the opinion that as there is rise in inflation and the world economy is doomed to recession, innovation is the hope for organizations



Innovation and Uncertainty

- Ibid, (1996)  Risky business
- Birinkshaw et. all (2008)  Kept in line with management perspectives
- Brouwer (2000)  Innovation shall thrive in time of turbulence
- Marcus (1981)  Policy uncertainty rises the innovative front automatically backs down.

Promoting Innovation In Times of Uncertainty

1. To remain a beacon of hope
2. The dejected employees may take it as a source of rising again and will focus on it to thrive once more

High Performance

- Joshi (2001)
- Implies that an organizational culture constitutes of the interaction of the company's norms and values in alliance with the individual norms



High Performance and Uncertainty

- Gelderen et al (2000)
Work environment turns turbulent
- Downey et al (1982)
Management Decisions
- Liang et. al (2010)
Open communication channels



Ensuring High Performance In Times Of Uncertainty

- Reactive strategy

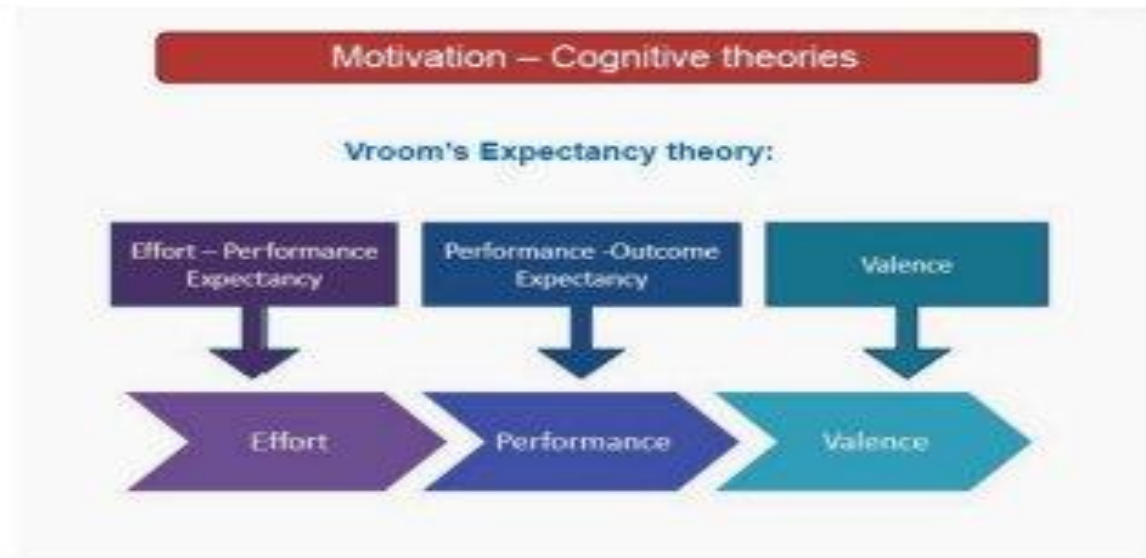


- Open Communication channels



The Big Idea

Expectancy Theory



Expectancy

- Expectancy – This pertains to the confidence the employee has in himself. This is the expectation of the employee that his effort will lead to the rewards he desires.



Instrumentality

- Instrumentality – This pertains to the perception an employee has on the actual receiving of the reward they desire.



Valence

- Valence – The emotional attachment that an employee holds with a particular reward. It deals with the perception of importance that a particular employee has for a particular reward.

OUTCOME

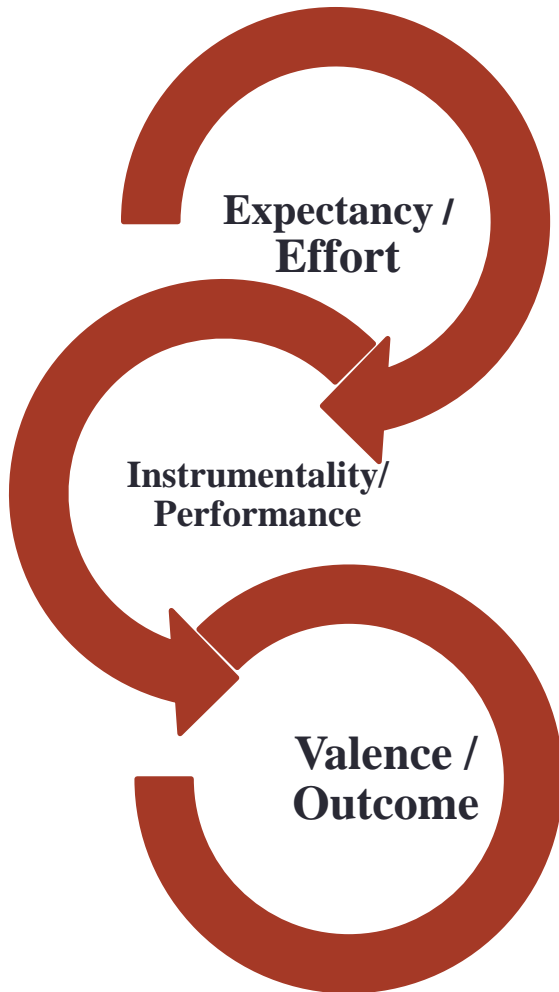
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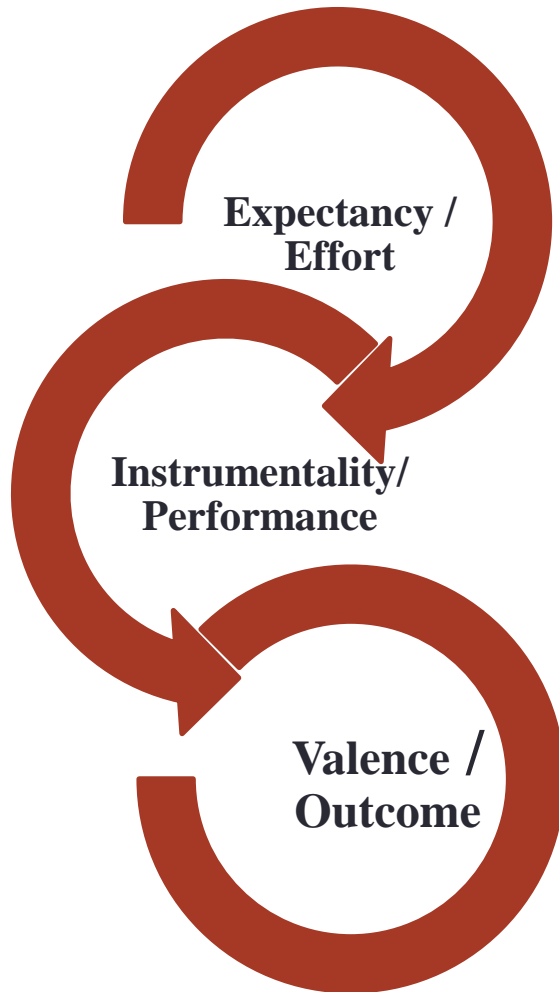
- The idea behind introducing expectancy theory is that the crux of this big idea revolves around building employee perceptions and making reward of organizational survival the back force of dealing with the uncertainty at hand.

Employee Engagement



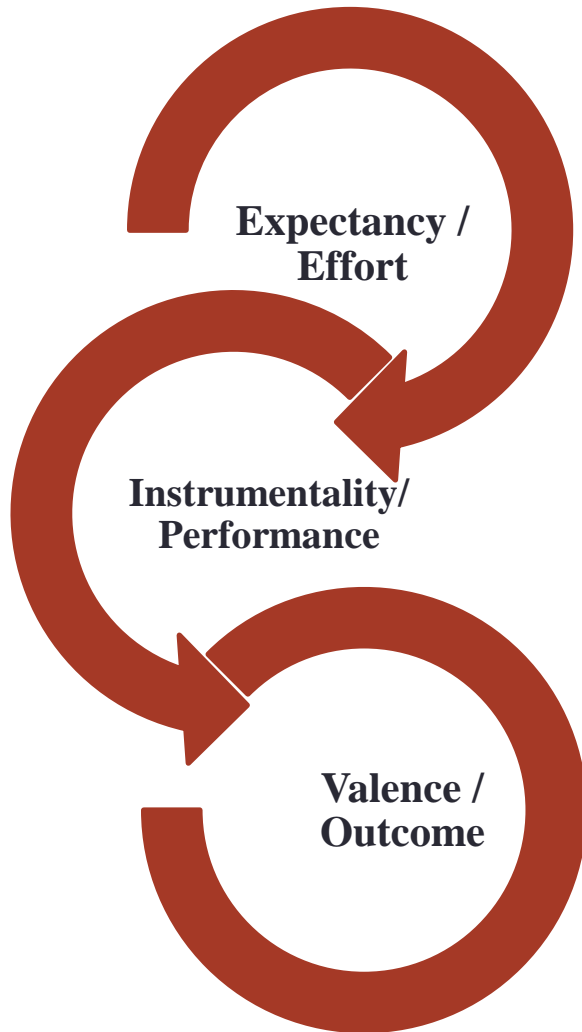
- Focus on mission and vision
- Communication and dialogue
- Empowerment
- Employees continue to stay in line
- Communication channels
- Employees choose to empower themselves
- The efforts of the employees will lead to greater engagement

Innovation



- Diversity employment
- Employees solving their own problems
- Differentiation
- Creativity
- Employees analyse each problem
- Employees are able to produce non imitable
- The efforts of the employees

High Performance



- Employees try to forecast the problems
- Employees quickly learn from experience
- Break down into short term goals
- Employees are smart
- Active learning
- Goals of the employees are focused on short term
- The efforts of the employees

Conclusion

- Human psychology
- Human resource employee behavior paradigm
- Employees proactive behavior
- Management planning in dealing with uncertainty.



ANY QUESTIONS

