



Management impact on Employee Engagement – Statistical Programmers in Focus (PM08)

Wickus Bronkhorst, ICON, Ireland



Introduction

Literature Review

Definition
Drivers of Engagement

Personal Experience

Results

Survey Results
Discussion

Conclusion

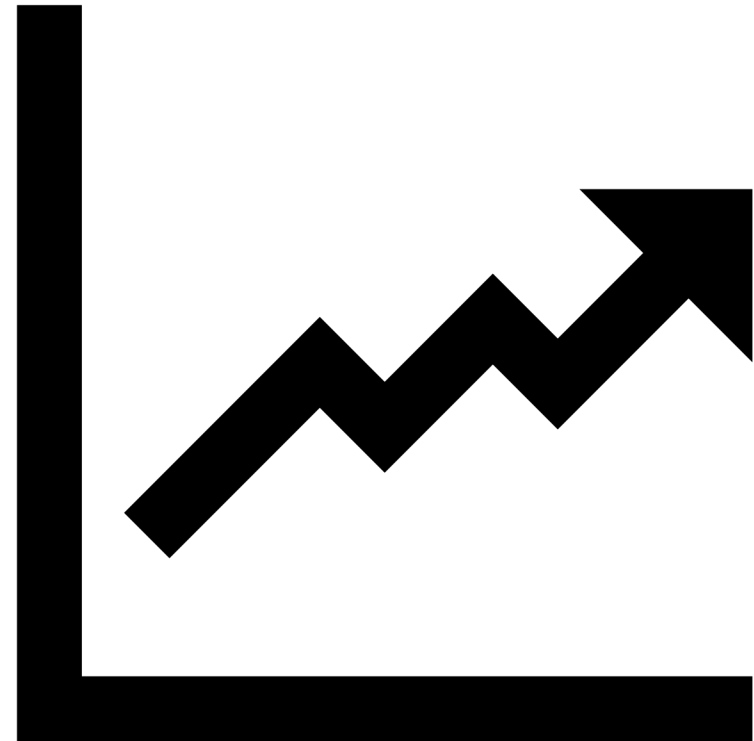


Introduction

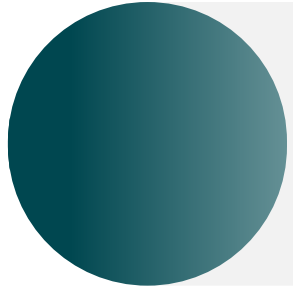


Literature Review

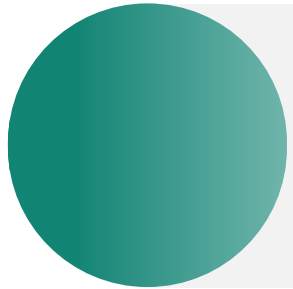
Employee Engagement in theory and practice



Definition



“Employee Engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli and Bakker, 2004).”



“The opposite of Engagement is said to be Burnout (Maslach and Leiter, 1997; Schaufeli and Bakker, 2004)”



“A sense of pride toward the company, a motivation to perform well and a willingness to go above and beyond what is expected.”

ICON Survey Questions



I would recommend the company as a good place to work



I feel motivated to do more than is required of me



I feel proud to work for the company



The company motivates me to do more than is required

DRIVERS OF ENGAGEMENT

Career Development

Effective management of talent

Leadership or Management

Clarity of company values, policies and practices

Respectful treatment of employees

Company's standard of ethical behavior

Empowerment

Fair treatment

Performance appraisal

Pay and Benefits

Health and Safety

Satisfaction

Family Friendliness

Talent Recognition

Communication

Nature of Job

Organization Politics

Emotional Factors

Productivity

Personality Factors

ICON Key Drivers of Engagement

I have good opportunities for learning and development at the company

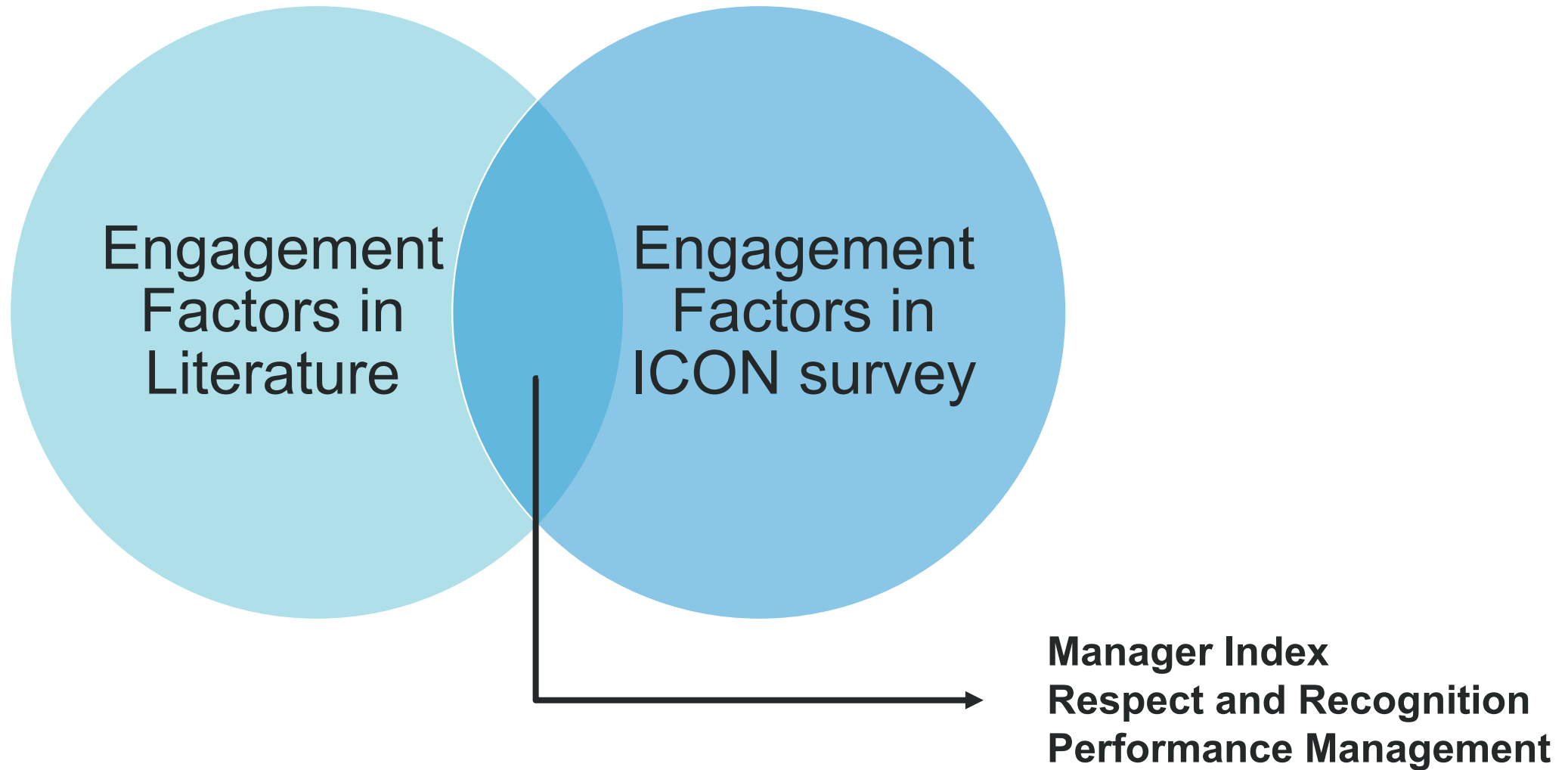
I have opportunities to have my ideas adopted and put into use

The company is effectively managed and well-run

I have trust and confidence in the company's senior leadership team

The company is innovative in how work is done

Literature vs Investigation



Focus Factors



Manager
Index

Respect and
Recognition

Performance
Management



ICON Survey Purpose

ICON Values





Personal Experience

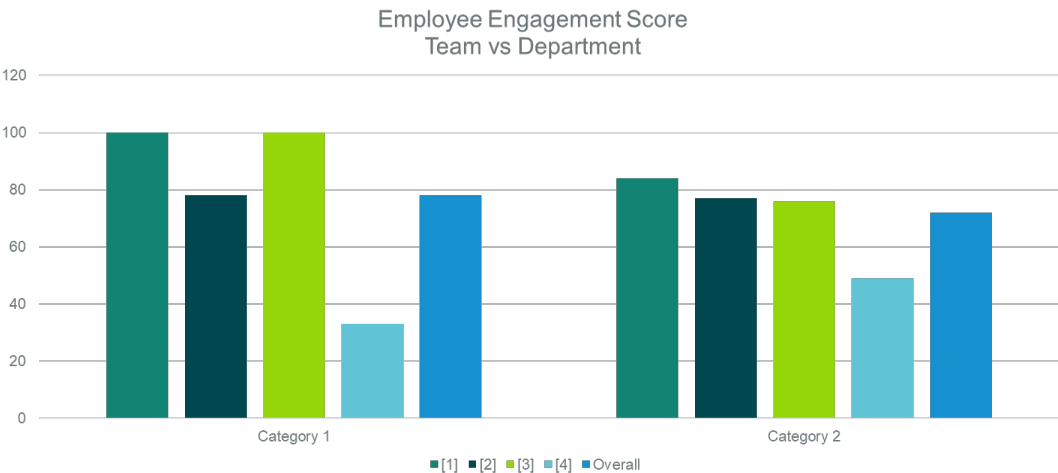
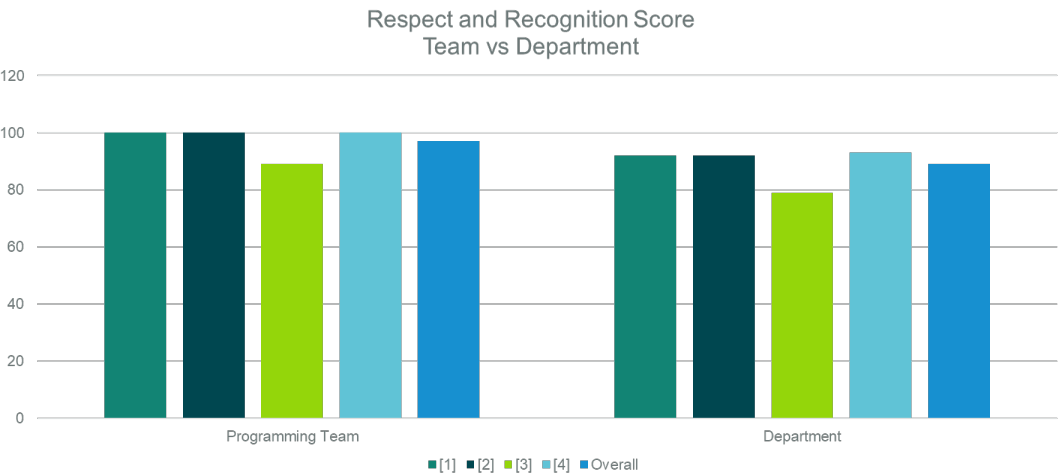
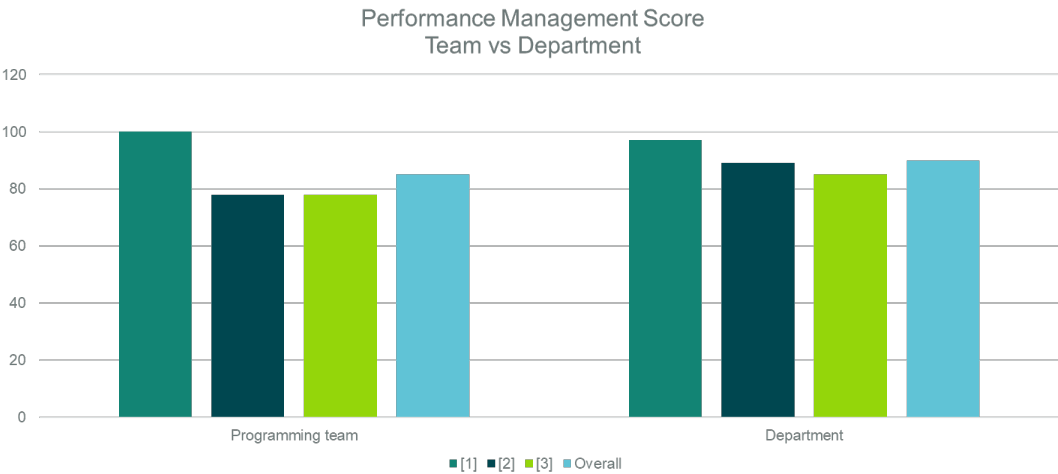


Results

Summary of scores

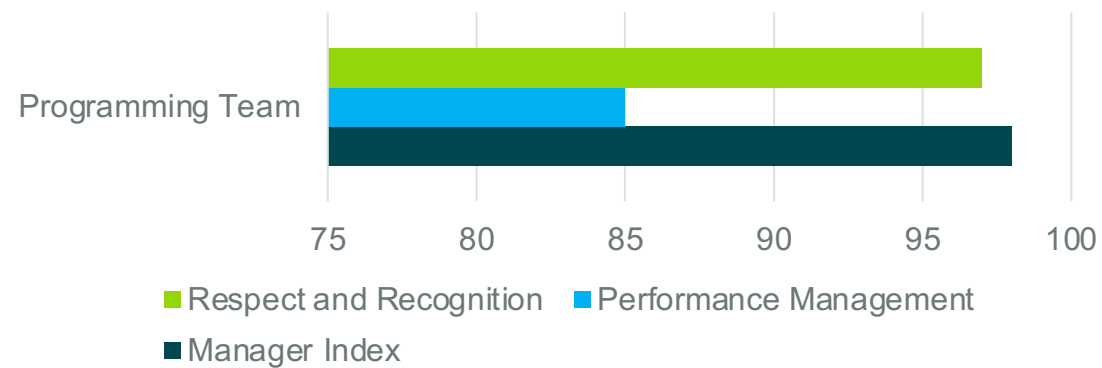
GROUP	ENGAGEMENT DRIVER	SCORE (%)	OVERALL ENGAGEMENT SCORE (%)
Programming Team	Manager Index	98	78
	Performance Management	85	
	Respect & Recognition	97	
Department	Manager Index	89	72
	Performance Management	90	
	Respect & Recognition	89	

Engagement Factors and Employee Engagement

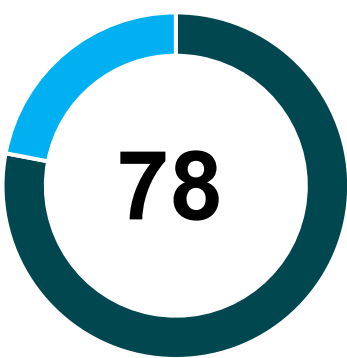


Summary

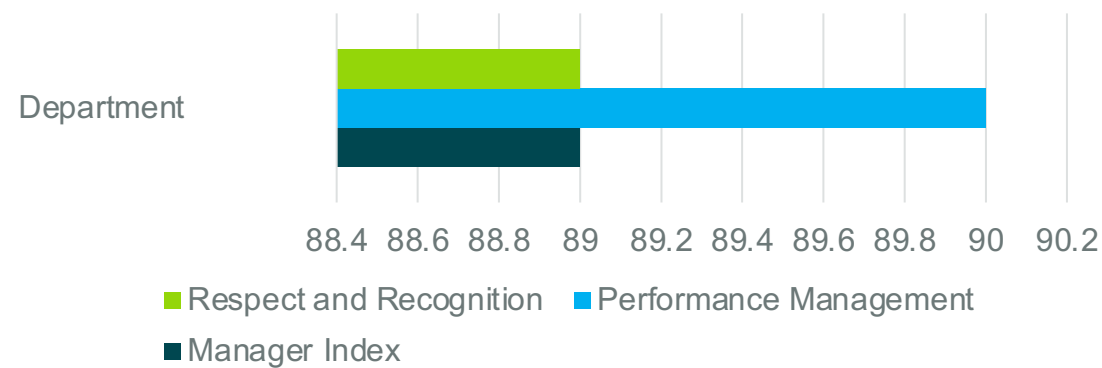
Programming Team Summary



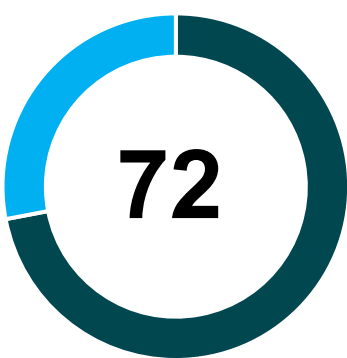
Engagement Score



Department Summary



Engagement Score





Limitations and Suggestions

Limitations

Secondary
summary
results

No
statistical
analysis

Correlation
≠
Causation

Suggestions

Other
departments
and
industries

Linear
Regression

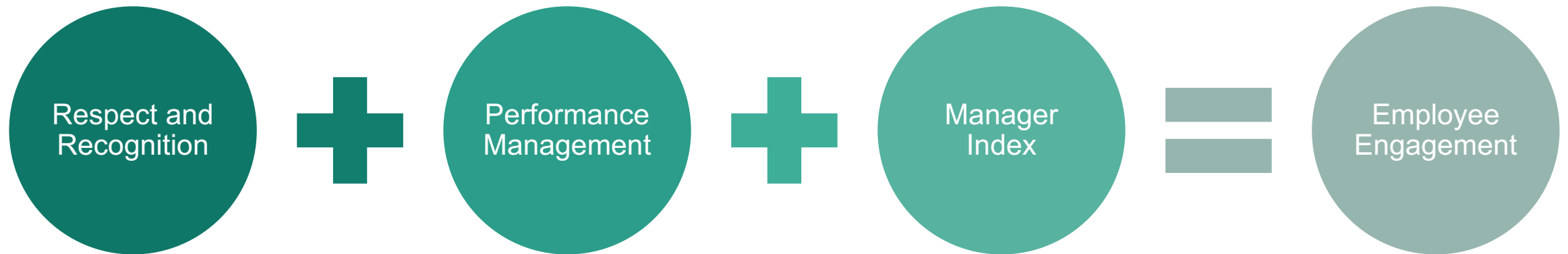
Biggest
driver of
engagement



Conclusion

Engaged Employees

Management Impact





Questions



Wickus Bronkhorst

Statistical Programmer
ICON Plc

