

## Chapter 9

# Driving Employee Engagement Through Data Analytics: Helping Leaders Make Better People Decisions

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### ABSTRACT

*Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. An “engaged employee” is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers his/her organization’s interests and productivity. There is a clear and mounting evidence that employee engagement keenly correlates to corporate performance in areas such as retention, productivity, customer service and loyalty. This timely treatment provides a comprehensive framework, language, and process that genuinely connects People Strategy with Business Strategy. Aimed at HR Professionals and People Managers, this chapter offers a complete, practical resource for understanding, measuring and building engagement with the use of data. Grounded in engagement theory and an understanding of psychology combined with practical tools, techniques and diagnostics this will help professionals make better and more informed decisions across the Engagement, Retention and People Satisfaction space.*

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## **INTRODUCTION**

With recent focus in data-driven analytics, and the resultant improved capabilities in working with huge datasets, strategic planning has become more complex for business units, and subsequently for the People function. Today well-intentioned ‘textbook’ ideas that are not rooted in data to support their value have no place in modern People Practices.

Over the last couple of years, “Data Analytics” has become a huge buzzword in the business world. Whether this data comes from social networks, analyzing purchase histories, web browsing patterns or surveys, the vast amount of consumer information that brands can gather and analyze has allowed them to improve and personalize their customers’ experiences.

But for all the attention “Data Analytics” has received, many organizations tend to forget about one application of it: “Employee Engagement”.

Employee Engagement has become an engaging notion – we get excited by it, we get involved in it, we’re willing to invest time and efforts in it and we get proactive about pursuing it.

More and more organizations are looking at Employees as “Customers”. Similar to “Customer Experience”, organizations are focusing on “Employee Experiences”. An experience that does not stop at providing consumer grade applications to employees, but looking at employees in a completely different light, as enablers of business success.

Just as how customers generate data, when they demand a particular service, particular product and express their preference through a LIKE or DISLIKE, a formal feedback or switching over to a competitor, employees also generate data, in the way they interact within and outside the organization.

Organizations world over spend hundreds of millions, annually, conducting surveys, feedback sessions, behavioral assessments and collecting vast data to study emerging themes that measure people engagement values. Interestingly, only 8% (Bersin by Deloitte 2016) of organizations world over are able to fully use the data to make advanced people decisions.

So the question is, when we extensively use the most miniscule piece of data to predict customer behaviors and choices why don’t we use data in relation to employee engagement?

This chapter emphasizes how data can help HR Professionals and People Managers make better and more informed decisions across the Engagement, Retention and People Satisfaction space.

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