

Engaging Generation Y Employees

Name:

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Engaging Generation Y Employees

Introduction

The ability of employees to show their commitment to the organisation and to the organisation's values, and to work hand in hand with the other team members creating a comfortable work place that lifts up their morale to competently perform their duties, is referred to as employee engagement (Bullivant, 2005). These efforts enable employees to make decisions that cater for the success of the organisation, creating a strong bond between the employees and the organisation. The virtues of confidence and trust to the organisation are developed as employees categorise themselves as core members of the organisation. Assets and resources provided by the organisation are efficiently used and taken care of in an attempt of securing the future of the organisation. Although employee engagement has been studied for a long period of time, its implementation seems difficult as the concept behind it has not been fully understood by employees and employers. The attempt of including employee engagement into the education curriculum has also not been successful (Bullivant, 2005).

The change in industrial relations has led to the increased need of organisations to recruit an engaged workforce that assures its development. The upcoming generation Y that occupies about 40 per cent of the employment sector in Europe has raised concerns in their performance capability (Bullivant, 2005). Employers complain about their inquisitive attitude toward the workplace culture, which is not seen in their work output. To overcome this hurdle, generation Y has devised motivational schemes to help them form an engaged workforce. A change in the order of preference between the public sectors and the private sectors is evident in this generation as a higher percentage has been employed in the public sectors compared with the percentage of generation X and baby boomers that are employed

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in the public sector (Townsend and Gebhardt, 2007).

Generation Y attributes job stability in the public sectors as the security of employment is enhanced. Generation Y is composed of individuals that are still growing financially and require stability in employment to enable them to fulfil their needs. Generation Y also associates public sectors with the ability of enhancing good employment relationship that links the employer to the employees by providing a balance between work and personal life. In the public sectors, opportunities for career development training are unending and are also provided outside work hours, resulting to quick progression of employees because of the fairly well-defined career path. This organisational culture attracts generation Y to work in the public sector, fully formulating an engaged workforce (Cook, 2008).

A plethora of campaigns wants the inclusion of generation Y into political activities thus increasing the inclination of the generation toward politics. Public sectors provide opportunities that advocate for the development of the community to improve their welfare by improving the economic status (Milner, 2000). This provides an opportunity for the generation to be actively involved with the community and thus create better opportunities of winning their votes during political rallies. Also, the recognition of their views by third-party organisations results to good development of their reputation especially since they are the future generation. Public sectors offer an attractive sum of money thus encouraging the generation Y to be fully engaged in the fundamental functions of the sector, which leads to its growth and increase in the profit margins (Terry, 2000).

Problem Statement

The economy of Europe has seen better days in the 21st century as it has steadily grown; however, due to the economic instability that the world is facing, Business Secretary

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John Hutton of Business Enterprise and Regulatory Reform (BERR) has announced a review of the importance of employee engagement in the performance capability of British organisations (BERR, 2008). The public sector needs to invest more on the generation by devising mechanisms that will advocate for the creation of an engaged workforce that will be more beneficial. Therefore, this proposal will present strategies that will engage the generation Y employees in the public sector and recommendations of the evaluation criterion to be used (BERR, 2008).

Significance of the Study (Practical and Ethical Issues)

Organisations that invest in their employees by improving their skills usually have big profit margins. This indicates positive growth of the organisation. Therefore, this study is in line with fulfilling the research objectives in the problem statement as it will advocate for the establishment of business environments that will encourage employee engagement. This will help the public sector view the employees as valuable assets thus creating an employment relationship that is long lasting. Hence, this study will identify strategic measures to be implemented during employee-engagement processes to help improve the productivity level of the British sector.

The study will also explain the benefits the British industry will attain. The study advocates for the abolishment of trade regulation and market barriers that affect the capability of the public sectors to stipulate policies that would ensure employee engagement. The study also encourages adoption of the practice by outlining the pros of employee engagement. The study will also correlate employment engagement with business ethical behaviours that adhere to the human, economic, and social norms through the use of compliance programs that help implement the stipulated government policies and regulations to govern the behaviour of team members in organisations.

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Literature Review

Statistics show that employee engagement creates workers with passion as they find a profound connection to the organisation they are working for, resulting to the accomplishment of the organisation's mission, vision, goals, and objectives. The functions of the organisation, customer service, and cost of production and marketing processes are advocated by the personal growth and unification of the common goal because of employee engagement (Bullivant, 2005). A flexible organisation culture that involves inclusion of team members in decision making, training programs to improve the competence of the team members, and the incentive pay systems are supported by incorporation of employee engagement (Bullivant, 2005). Organisations that advocate for employee engagement have the advantage of retaining their employees as approximately 13 per cent are likely to seek other employment opportunities (Milner, 2000). Therefore, the need for government departments to review the importance of employee engagement in the performance capability of British organisations has increased (Bullivant, 2005).

To enable the public sector to engage generation Y employees, they should re-evaluate their work culture to help improve employment relationship that exists between the business and its employees. This will help the managers of the sector value the rights of the employees and devise strategies that will lead to respect and provision of their rights such as sick offs and company infringements. This will enable employee engagement as the employees will connect with the managers of the sector, improving their relation (Tamara, 2008).

Management communication will help spell out the functions of each team members and regularly evaluate the performance of the organisation with regard to the work output of each employee. Trust and integrity will prevail as the team members will freely air their comments and grievances to a listening ear thus facilitating the development of employee

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engagement (Fitz-Enz, 2009). This will help the sector to effectively distribute duties in accordance to the capability of the generation Y thus improving their work performance. An instance where the team members will look after the welfare of the others will arise as team work will be exhibited. Through management communication, the managers of the sector will be able to recognise the efforts of the team members, rewarding them accordingly through provision of benefits and promotion schemes that will lead to career development. This will result to retention of the dynamic generation Y employees who will take pride in the sector and thus maximise their capabilities to also develop the sector (Cheese et al., 2008).

Offering training programs that will help the employees to understand the sector's vision, ethics and improve their competence should be among the strategies the managers of the public sector will use to engage generation Y employees. These programs will help the employees to increase their self-confidence and knowledge thus adhering to the ethical codes stipulated by the policies of the public sector (Johnson and CIPD, 2004). The managers of the sector will also attend training programs that will help them to learn strategies, values, and tactics that will help them in the engagement of generation Y employees into the public sector. This will further increase the credibility of the sector as employment engagement will improve the reputation of the sector thus marketing it. The sector will also increase its scope of customers and thus strive in the stiff competition presented by the private sector (Pinnington et al., 2007).

Research Design

The research methodology used in this study will measure the generality and applicability of engaging generation Y employees in the public sector to improve the British economy. Action research that identifies the problem of this study in the existing business practice will be used as solutions that will be immediately incorporated into the business plan

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and organisation culture of the public sector will result. The study will also rely on the historical perspective of the problem of the study to help determine the success and failures of previous attempts in engaging generation Y employees in the public sector. The scope of the research will include the information provided by library and field research. The information collected will be ordered in a descriptive manner to effectively elaborate issues that correlate with the study problems.

Therefore, the study will use quantitative and qualitative research design to collect data. The use of questionnaires, which will contain questions regarding the importance of employee engagement in organization development, benefits engaging generation Y into the business sector, and the mechanisms for employee engagement that have displayed successful results will be implemented. Focus group discussions that will mainly include the managers and the generation Y employees to help identify their views and suggestions in incorporation of employee engagement into the public sector will also be held. Semi-structured interviews will be conducted to different organisations that rely on employee engagement to succeed where the interview respondent will be given a chance to discuss the rewards of employee engagement from their own perspective relying on the motivational and attraction scheme of this business phenomenon.

Plan and Timetable of Activities

Month	Activity
October	Planning and framing the research issues.
November	Gathering and recording data.
December	Gathering and recording data.
January	Gathering and recording data.
February	Analyzing the recorded data
March	Formulating the final report.

Fig 1: Organization of the study

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Recommendation

Before implementing the strategies for engaging generation Y employees in public sectors, it will be important to first evaluate the achievements expected from engaging employees, the availability of the necessary resources required to implement the strategies, the process that will be used to engage the generation Y employee in the public sector, and the effects the program will have on the British industry, community, and the UK economy. Therefore, the evaluation criteria should spell out the intended plans and actions to all the stakeholders affected by the process of implementing employee engagement so as to change the quality of the public sector. Since this is an area that has yet to be successful in most organisations in the public sector, little information is recorded; therefore, documented information concerning previous attempts of engaging the generation Y in the public sector should be used in the evaluation criteria. The participation of the generation Y in the consecutive meetings that will be held should be monitored to help collect information on their characteristics, which will enable a successful implementation of employee engagement in the public sector. Focus groups that should aim at involving the generation Y should be held to help obtain their views on the importance of employee engagement implementation in the public sector because clues on improving the strategies and activities on employee engagement will be gathered.

Conclusion

Although employee engagement is an important tool in achieving success in business, it has not been effectively implemented yet by most organisations in the public sector, especially on the generation Y employees. This has made the sector lose out on crucial talents that could have positive impact in the sector. Therefore, the sector should change some of its organisational culture to include the generation Y employees. For instance, they should speed

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up their recruitment processes so that they would not miss out on adding valuable employees to their sector. The sector should advertise the benefits and values that make it better than the private sector such as work-life balance and contribution to the community. It should invest more on the generation Y employees because they are the future managers of the sector who will lead the older generation toward achieving its stipulated policies. It should also incorporate lateral career development paths for the generation Y to make them work for the sector for a longer period of time as the majority prefer to look for other fulfilling job opportunities after working in the sector for a period of about two to three months. This will help the sector establish alliances, enabling the generation Y employees to broaden their work experience thus nurture talents that will be useful to the growth of the sector.

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Appendix A: Data Collection Instrument

- 1) To what degree does employee engagement help improve the overall performance of an organization?

1 2 3 4 5 6 7 8 9 10

- 2) To what degree does employee engagement improve the confidence of the employees?

1 2 3 4 5 6 7 8 9 10

- 3) To what degree does the implementation of employee engagement help in the personal growth of the employees?

1 2 3 4 5 6 7 8 9 10

- 4) To what degree does employee engagement help in career development of the employees and positive growth of the organization?

1 2 3 4 5 6 7 8 9 10

- 5) To what degree does employee engagement improve employment relationship?

1 2 3 4 5 6 7 8 9 10

- 6) Please, briefly outline (in less than a hundred words) the strategies you would use to engage generation Y employees in public sectors.

Thank you for your contribution

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