



# EMPLOYEE ENGAGEMENT AT JOLIE SIAM

**Presented by:** Pham Thi Thu Hong

# Research background

## Challenge:

The Q12 survey conducted by Gallup (2021) revealed that only twenty percent of employees worldwide are truly engaged in their work. As a result, organizations of all sizes experience not only reduced productivity but also significant losses in terms of time, effort, and, ultimately, financial resources.

## Introducing Jolie Siam:

Jolie Siam, a mid-sized HR service company with 50-100 employees, presents a valuable case study for investigating employee engagement in the HR sector. Operating in a service-oriented industry, Jolie Siam's success hinges on the dedication and expertise of its workforce. Understanding the engagement drivers within this specific context can offer valuable insights applicable to the broader HR service industry.

# Problem Statements

- Engagement remains a mystery in mid-sized HR firms in Vietnam like Jolie Siam. Broad concepts need tailoring for targeted strategies (Bhattacharya et al., 2023; Jolie Siam Internal Report, 2022).
- Jolie Siam boasts positive vibes, but need research to be more sure it translates to success (Agarwal et al., 2022).
- Actionable strategy for employee engagement in HR firms are missing (Kuvačić et al., 2021).
- There is a research gap from Saks (2006) to explore the two-way communication for better engagement.
- Not all support is created equal. Delving into specific supervisor support styles for HR firms could refine engagement strategies (Maslach et al., 2016).

# Employee engagement

- The extent to which employees are motivated to contribute to organizational success and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals. (Kenexa work trends Report, 2012).
- Gallup (2008) defines employee engagement as the involvement with and enthusiasm for work.
- Robinson et al. (2004) define employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is -and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

# Employee engagement dimensions

**Discretionary effort**

**Contribute to organizational success**

**Involvement and enthusiasm for work**

**Positive attitude toward company**

**Works with colleagues to improve performance**

According to [Cahrs](#) (2007), these definitions have the highest percentage used based on 18 definitions of employee engagement

# Research Methodology

**Respondents:** Jolie Siam' employees

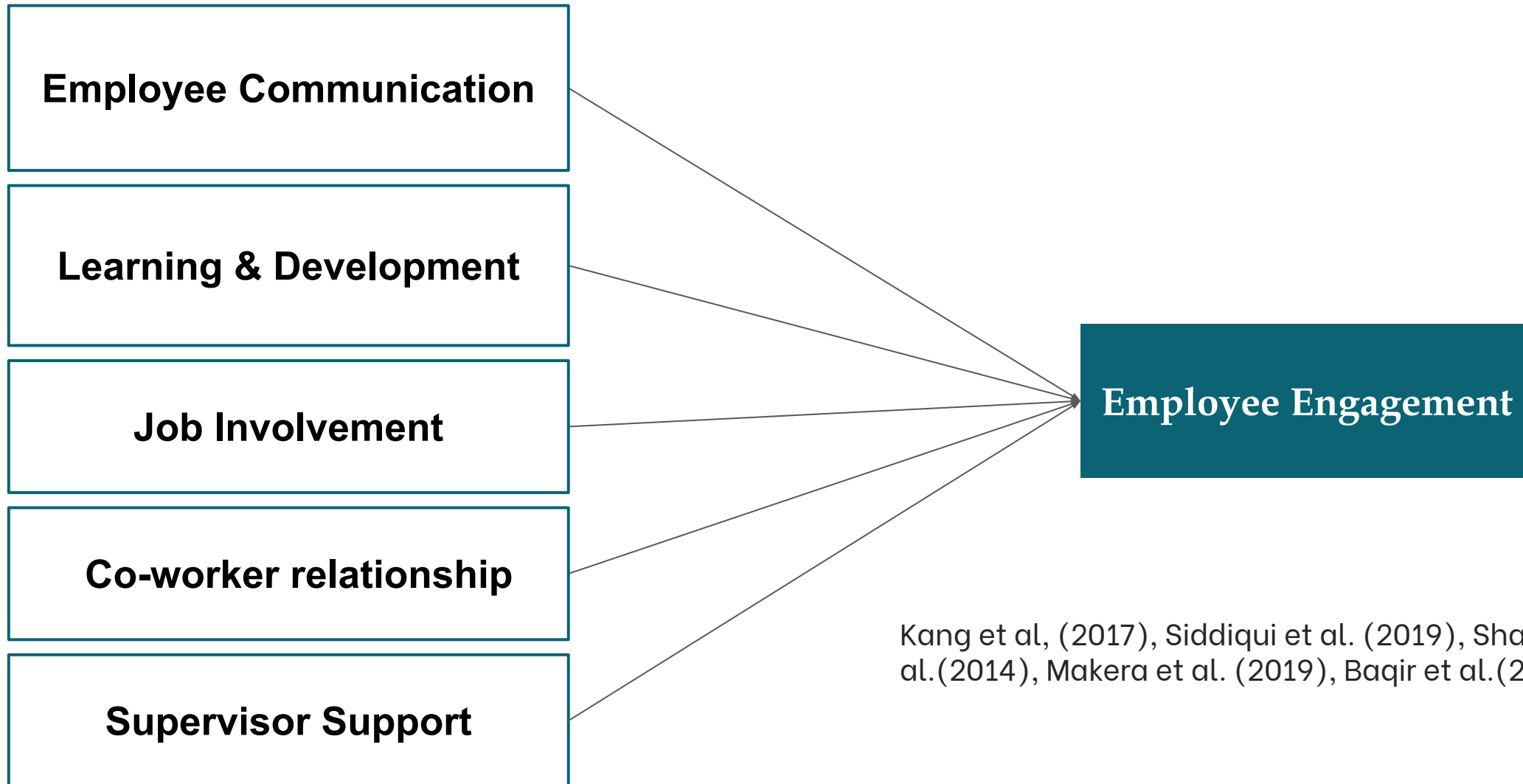
**Sample size:** 50 cases

**Data collection method:** Questionnaire by Google Form

**Data analysis methods:** Frequency (for demography), Reliability tests (Cronbach  $\alpha$ ), Hypothesis testing (MLR)

**Analysis tool:** PSPP open source software

# Research Framework



Kang et al, (2017), Siddiqui et al. (2019), Shaheen et al.(2014), Makera et al. (2019), Baqir et al.(2020)

# Reliability

## Communication

### Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.94	5

## Learning & Development

### Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.92	5

## Job Involvement

### Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.94	5

## Co-worker

### Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.93	5

## Supervisor Support

### Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.97	5

## Employee engagement

### Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.97	5

All study measures demonstrated high reliability (Cronbach's alpha > 0.92)



# Regression

Model Summary (EmployeeEngagement)

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
.93	.86	.83	.34

ANOVA (EmployeeEngagement)

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	17.51	5	3.50	29.71	.000
<i>Residual</i>	2.95	25	.12		
<i>Total</i>	20.45	30			

Coefficients (EmployeeEngagement)

	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>(Constant)</i>	-.18	.39	.00	-.46	.647
EmployeeCommunication	.35	.16	.36	2.22	.036
LearningDevelopment	-.08	.16	-.08	-.52	.608
JobInvolvement	.40	.20	.39	1.99	.058
Coworkerrelationship	-.03	.22	-.03	-.15	.882
Supervisorsupport	.40	.19	.35	2.08	.048

# Conclusion & Implementations

## Conclusion:

There is a strong positive correlation between employee communication and employee engagement (a correlation coefficient of .35), Supervisor support and employee engagement (a correlation coefficient of .40)

## Implementations

### **FOR ACADEMIC:**

This research aims to contribute valuable insights into the nuanced elements of employee engagement, offering practical strategies for organizations to cultivate and maintain an engaged workforce.

### **FOR BUSINESS:**

The findings are expected to be of interest to HR professionals, organizational leaders, and scholars seeking to optimize employee engagement for sustainable success.

# Actionable Recommendations

*To improve Employee engagement, Jolie Siam need to take the following actions:*

## EMPLOYEE COMMUNICATION:

- **Network bi-directionally:** Platforms, mentors, cross-departmental initiatives.
- **Transparent policies:** Simplify, include input, diverse channels.
- **Seamless information flow:** Cascading, two-way feedback.
- **Psychological safety for feedback:** Diverse channels, acknowledge concerns, prioritize action.
- **Tailored, relevant information:** Roles, interests, needs, prevent overload.

## SUPERVISOR SUPPORT:

- **Open dialogue:** Encourage two-way communication, active listening, and clear updates.
- **Constructive feedback:** Provide timely, specific, and actionable feedback for growth.
- **Tailored career support:** Facilitate development opportunities aligned with individual goals.
- **Practical job support:** Offer resources and guidance to overcome challenges and excel.
- **Emphasize employee value:** Express appreciation, recognition, and investment in employee success.



A purple rectangular tag with a hole on the left side is the central focus. The words "Thank you!" are written on it in a black, cursive font. The tag is placed on a light-colored wooden surface. Three white daisies with yellow centers are scattered around: one in the foreground to the right, one in the middle ground to the left, and one in the background to the right. A light-colored string is looped around the tag and extends towards the top left.

Thank  
you!