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## An improvement plan to enhance employee engagement using a needs assessment method: A case study of a company in Thailand

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### Abstract

This research employed needs assessment research aims to co-create a development plan to enhance employee engagement. Five variables have been assessed: leadership, communication, collaboration, career advancement, and empowerment. The instrument employed is a structured 25-questions survey. The samples consist of full-time employees of the company (n=60) who are front-line workers and top-level managers. The research site is in Bangkok, Thailand. Key findings showed a significant gap between the current and expected situation on all five variables. According to the PNIModified value, the top three variables indicated the priority needs for improvement: 1). Leadership, 2). Career Advancement, and 3). Communication. An improvement plan comprised five short-term and five long-term actions whereby the common focus is on reinforcing the participatory work environment and systems to strengthen connectedness and engagement between the organization, managers and subordinates.

**Keywords:** Employee Engagement, Leadership, Communication, Career advancement, Collaboration, Empowerment

### 1. Introduction

Employee engagement has recently been a prominent topic for many organization management researchers and organization development practitioners to investigate and explore ways to increase employee engagement effectiveness. Unavoidably, the concept and application of employee engagement become a part of the management and Organization Development disciplines. Some researchers have done similar studies on employee engagement, and the findings commonly revealed that many organizations continued investing in improving employee performance, where employee engagement is one of the influencing factors for long-term success. Nevertheless, the results of know-how about employee engagement improvement are still evolving until the present. Employee engagement is not primarily owned by human resource functions but also by the leaders, managers, and front-line employees (Gallup, 2019)

With the development of the economy and the market competition, organizations and companies have realized that talents are the core strength; thus, employee engagement has become a non-debatable challenge. Per Gallup survey's results published in 2019 indicated that only 15% of employees have engagement with their organization globally, 85% are not engaged or actively disengaged. The engaged and disengaged behaviors could be categorized as follows: 41% lower absenteeism, 58% fewer patient safety incidents, 59% less turnover, 10% higher customer ratings, 17% higher productivity, 20% sales, and 21% higher profitability. (Turner, 2020). Per the above facts, employee engagement still plays an important role in influencing the overall organization performance and productivity, and it becomes costly if the organization fails its pursuits.

In the Organization Development field, the practitioners conduct the internal organizational assessment and pursue some interventions to enhance employee engagement, creating an emotional connection between the employees and employer with the goals of re-arranging or transforming organization systems and processes, including the delivery of a vast

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