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**Small Business  
Resource Association**



# THE SBRA COMMUNITY

## How to Create EMPLOYEE ENGAGEMENT



**By Gary Seibert, CEO,  
Small Business  
Resource Association**

Wouldn't it be great if every employee came to work each day with a smile on their face, full of positive attitude, eager to

help and support the team in whatever project was given to them that day, thinking of ways to grow and better the organization, with a work ethic that was not equal to but better than your expectations, that was liked by all the other employees and management, that could be trusted regardless of the situation and you knew would get the job done, the right way, when the job needed to get done, maybe even before.

I know what you are thinking but this person is NOT you. It should be because the example you set is most likely the result you get. People look at the owner of the business and study their behavior and work ethics. That will almost always set the tone for the company. You cannot expect others to be something you are not. What you need to be, if you really want Engaged Employees, is to be Engaged.

This article will focus on a. The critical importance of organizational culture b. What Employee engagement is and why it matters c. The basics of employee engagement and d. How to create employee engagement.

a. The critical importance of organizational Culture. Organizational Culture is the behavior of humans within an organization and the meaning people attach to those

behaviors. The organization's culture impacts what is "ethical" for employees. It is just how they behave. It also impacts how employees interact with their supervisors. The culture defines how people are expected to behave and what is acceptable performance. Actually, Culture is driven by Character and great leaders define culture by their behavior. If leaders are disengaged from their followers (employees), a different, less healthy culture will emerge on its own. The employees might establish their own culture that may not be in the best interest of the company.

The definition of character is "Moral excellence and firmness". People with character will do the right thing when it appears to be against their immediate interest. Character builds trust and trust is a mandatory basis for engagement. The cornerstones of Character are \*Trustworthy \*Respectful \* Honest \* Responsible \* Fair and Impartial \* Inspired \* Lead by Example.

b. What Employee Engagement is and why it matters. An engaged employee "is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interest".

Why does this matter? Lack of employee engagement costs a great deal, such as wasted time, on the job errors, accidents and turnover. Research studies have shown that only 11% to 29% of employees in America are fully engaged by their work. Best case, about 70% of employees are operating at less-than-optimal performance. Would you accept that from the equipment you purchase?

Engaged employees are more likely to be focused on their work causing fewer errors and accidents. Research has shown that companies with engaged employees have 49% fewer safety incidents than companies with unengaged employees. The average cost of an incident for an engaged worker was \$63 compared to \$392 for an unengaged worker.

Cost of Turnover—When an employee leaves or is let go, there are significant costs that the employer will incur for Recruitment, Training, Operational Disruption, Errors and Accidents, The "Learning-Curve", Potential problems with customers and suppliers. Estimates of total cost can range from 90% to 250% of the employee's annual salary.

c. The Basics of employee engagement is loyalty and commitment to being with the company. Initiative by the employee to find ways to make the company better. Accountability to the process of "Best Practices" because they want the company to be successful, willingness to go "the extra mile", desire to learn and grow in their position, competence and contribution. The sign of a fully engaged employee is when they do their best work when no one is looking.

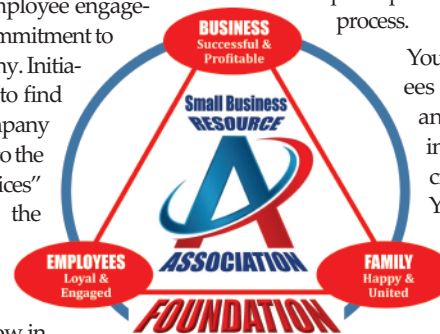
d. How to motivate employees to become ENGAGED. So, which comes first, Motivation or Engagement? Most employees are not self-motivated. They need someone to set the bar, be the leader, show them the way. For starters,

you are the person that will help develop the Culture of the company. You will walk the walk and talk the talk and set the example for everyone to follow. You will create an environment that employees feel comfortable and refreshed in. They will feel safe and have job security with a fair and competitive compensation package. You will meet their social needs by having a friendly environment with interaction with other employees and customers and a supervisor that treats them with dignity and respect. You will provide them with opportunities for advancement, promotions, praise and recognition. Lastly you will meet their self-actualization needs by creating challenging work with opportunities to participate in the decision-making process.

You motivate your employees from within by acceptance, curiosity, honor, independence, power, social contact and status. You motivate your employees from the outside by pay and benefits, awards and bonuses. Internal motivation always wins out.

An Engaged employee Wants to work, Wants the company to succeed, Respects the character of their leaders, Trusts their leaders and Trusts their leaders to do the right things.

Focus on Engaging Employees and they will FOCUS on Building your Successful Company.





# SBRA Business Spotlight

## The Brothers That Just Do Gutters

Berks Address: 3608 St Lawrence Ave Suite 104, Reading PA 19606

Allentown Address: 1302 N. 18th St. Allentown, PA 18104

Phone: 610.285.7770

Website: [www.brothersgutters.com/pa](http://www.brothersgutters.com/pa)



The Brothers That Just Do gutters is a company founded on the passion of reinventing contractor experience. We are a full gutter service provider specializing in cleaning, repair, installation of gutter guard and gutters on residential, commercial and industrial projects. We keep our minds in the gutter so you don't have to.



## The **Emerging Entrepreneurs Academy** Provides High School Students With the Opportunity to Explore a Career as an Entrepreneur

The Small Business Resource Association (SBRA), in collaboration with Career Ready Berks, has launched the second year of the Emerging Entrepreneur's Academy (EEA), a unique educational program for high school students who aspire to someday own their own business. The EEA provides 11th and 12th grade students with both classroom instruction and in-the-field training through internships, allowing them to benefit from the knowledge and experience of local business owners. The six-week summer program for 2023 will be held at Penn State Berks and is being offered to 36 students selected from Berks County school districts. Students of the EEA will learn the fundamentals of being an entrepreneur - how to analyze the market and competition, create a business plan, develop and execute a marketing plan, hire staff, manage a sales team, create a culture and more.

Students will gain valuable insight and

knowledge in recognizing opportunities and understanding the challenges and rewards of owning a business... directly from local entrepreneurs. This interactive curriculum delivers a unique combination of educational workshops along with internships for greater guidance to career decision making - beyond the choices of college, trade school or entering the workforce after graduation. The SBRA aims to reverse statistics that show Berks County has the lowest business birth rate compared to neighboring counties, the State of PA and the entire nation. Launching this program makes perfect sense for the SBRA to help build a stronger Berks by fostering the growth of business.

Local business owners are encouraged to support this program as a presenter, an instructor, participating on a panel, offering an internship or sponsoring students. For details about the EEA visit [www.eeainpa.org](http://www.eeainpa.org).



## SBRA Monthly Member Shout Out

*Members Helping Each Other Grow*

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[www.salsaburrito.com](http://www.salsaburrito.com)

## WELCOME NEW SBRA MEMBERS

73 Charcuterie Co.  
Ace Janitorial, LLC  
Health First Consulting  
Salsa Burrito  
Christina M. Baldino  
JSH Group/Healthcare Solutions Team

Salt & Light Cafe  
Marathon Business Advisory Services  
Furniture Soup  
Emerging Entrepreneurs Academy  
REX LLC  
Pagoda Apparel

## SBRA EVENTS - BE BETTER. GROW FASTER.

**TUNE-UP Tuesdays**  
information. sharing. motivating.



**Small Business Resource Association**  
Be better. Grow faster.

- Tune-Up Tuesday Workshop – Tuesday, July 11th, 9:30-10:30 a.m.
- Tune-Up Tuesday Workshop – Tuesday July 25th, 9:30-10:30 a.m.

Free to the public. Get more details and register at <https://www.sbrassociation.com/#EVENTS>

## MEMBER NETWORKING MINGLE

Register: <https://www.sbrassociation.com/#EVENTS>

**Wednesday, July 26th, 5:30 -7:00**

**Learn How the SBRA Can Help Your Business Grow – Membership Benefits Update**

**Wednesday, July 26th, 9:00-9:30 a.m.**

Register: <https://www.sbrassociation.com/#EVENTS>