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Managing People – Level of employees engagement during a high-level worldwide pandemic crisis

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Executive Summary

This report includes a discussion on employee engagement. Different techniques that are used to satisfy the employee are discussed here. Discussion of various tools used to evaluate the engagement process are also shown there. There is also discussion on components that are used to create an effective employee value proposition.

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Introduction

In this report employee engagement will be discussed. Theories and drivers related to employee engagement will also be discussed in this report. Different types of tools will be used to measure the engagement of the company. There will be different types of techniques which will help the company to increase the level of engagement. After the completion of the report there will be an evaluation on different approaches. Organisation use many types of technique to attract employee. These techniques help organisation to reduce the retention rate of the employees. Also encourages the employee to raise their level of performance. Different types of benefits that are given to the employee on the basis of their performance are also discussed here. An improvised employee value proposition is also discussed here where organisation trying to acquire talent. A perfect balancing between employee performance and acquisition is also discussed here.

Importance of Employee engagement and drivers of employee engagement

Importance of employee engagement is essential for an organisation. According to Saks et al., (2014), employee engagement is that approach which is used in the workplace to ensure the right condition for the employees to contribute in the organisation. Employee engagement is the key ingredient of employee performance that touches every sector of human resources of management (Markos et al., 2019). Employee engagement ensures employee commitment towards their work and organisation. In an organisation, there are different types of employee. Some of them are actively disengaged means simply unhappy at work. Some are actively engaged those who are passionate about their work. Rest of them are not engaged. Google always try to engage their employee and ensure their wellbeing. Employee engagement can be done in various way. It focuses on two main points. It aims on engage their employee towards their job as well as their organisation. Engagement towards job make the job efficient as the employees are feel interested about their job. They actively engage to work and use their enhanced wellbeing on their work. Organisational values and ethics can also engage the employees towards their work. They feel motivated in the workplace and continue to love the organisation.

Drivers of employee engagement

There are different types of drivers of employee engagement. These driver helps the process to get done successfully. It evaluates the efficiency of the engagement process. According to Kular et al., (2008), the organisation needs to follow different types of drivers as one driver does not fit all. Organisation follow different types of drivers. Such as leadership, training, support, learning opportunities, variation in work and division of responsibility.

Organisation must follow a specific leadership so that employee can get an idea about the organisation. Among all the leadership style Autonomy is more preferable. Because in autonomy employees are allowed to make decision. They can do their work according their convenience. In autonomy employee get more freedom in their workplace (Schwalbe, 2019) Employee get instruction about their work from higher authority. Then they planned about their work. Employee set their plan by own and work heart and soul to achieve the goal. Employees get training on various matters for more engagement to work. Organisation also give the employee goal support to evaluate employees are getting enough support in their work. Employers give appreciation to the employees for their work. Employees should get

proper instruction about their work. Their role should be clear to them. So that they can work properly without any hesitation. Employee engagement ensures right employee in the right place. Employee can utilise their skills properly if they get right job. Organisation can also improve their employee engagement by taking feedbacks from the employees. Employee can give better view about their wants, necessities and demands. By taking feedback the relation between employee and employer become stronger. Employee will become happier while working in such organisation. In Google they also follow different types of techniques while engaging their employee. In the pandemic period they set their plan for the wellbeing of the employees. Their different wellbeing culture reduce their retention rate.

Evaluation of different tools of employee engagement

Macey et al., (2011) referred that employee engagement diagnosis tools help the organisation to identify the factors that shape the business and give scope to improvise the process. The uses of employee engagement diagnosis tools are so essential for an organisation. It will evaluate the process in different ways. So that if there are any flaws in the process it can be corrected. Markos et al., (2019) defined employee engagement diagnosis tools as the determiner of employee engagement drive. Different types of diagnosis tools help to find the suitable driver for employee engagement. There are different tools to evaluate the employee engagement. Organisation can survey among their employees. This kind of survey can give view of employee satisfaction and dissatisfaction. In a survey employee can express their thoughts, needs and experience about the organisation. They can also give suggestion if it is necessary. As employees can response anonymously so that the employees can express themselves easily. In modern times organisation adopt technology to record the employee feedback around the year. They use different HR platforms to collect feedback from the employees. From the collected feedbacks organisation evaluate their subordinate's satisfaction. Sometime employee can manage the data and update them time to time. Organisation use performance management software. From this software they keep the track of the employee satisfaction and employer feedback. Uses of software make the evaluation process so swift and accurate that organisation can get an idea about the engagement and make further planning accordingly. Organisation also evaluate employee engagement by collecting feedback from social media. By analysing employee thoughts and views on social media they get idea about their satisfactory level.

In Google they started an online mental health training session where employees are asked about their mental health. They can share their sufferings and happiness in the session. Besides this they give counselling to those who are really in need of someone for mental support over google meet. This session called Blue Dot where a counsellor will listen problems of the employee and give them suggestion to overcome it. To cope with the pandemic situation google create manager employee team to share their best practices. Also, employees can be engaged by inviting on open discussion or idea sharing session. Google give more emphasis on checking in with each other before starting their work. This makes the employee feel more comfortable. They can open up themselves and raise their voice when it is necessary. In team meetings they always ready to help each other out. Value each other's experience and ensure psychological safety for the employees. In the pandemic situation they give full freedom to the employees to work according to their convenience. They understand that it is very important to give freedom to the employees to choose when they want to work and when not. In these ways google evaluate their employee engagement. By giving facilities and freedom for employee wellbeing, they manage to reduce the employee retention rate.

An improvised Employee Value Proposition for raising engagement level

An employee value proposition is a useful tool for branding employment that creates a balance between employee satisfaction and work performance (Goswami, 2015). An employee value proposition is essential for an employer to reward the employee according to their performance. Each employee is expertise in a different sector. Employee value proposition acts as a mediator by which employees are rewarded in exchange of their skills and experiences (Pawar et al., 2015). Employee convey their skills to the organisation. Organization set cash and non-cash benefits for the employees. Employees are rewarded according to their contribution to the organisation. Designing a set of employee value proposition is so important for the organisation. Because it is related to employee talent acquisition and retention. If the set of employee value proposition does not work it will create dissatisfaction among the employees. Organisation follow a set of components for designing employee value proposition for their company. To create an effective employee value proposition for acquiring employee effort and reduce retention rate organisation can set a template according to their needs. First of all, organisation should evaluate their current offerings to the employees. After that they can take feedbacks from their employees. It can be anonymous feedback or organisation can arrange interview. After talking with the employee, they can set some components to design the employee value proposition. **Financial reward, non-cash benefits, career guidance, workplace culture and environment** are the main components which are followed to design the employee value proposition. After deciding the components that help the organisation to satisfy their employee, organisation can finalise the EVP model. Then they can apply the model in the organisation. The result should be evaluated to ensure whether it is working for the organisation or not.

In Google they provide various benefits to their employees. Besides providing free food to the employees, they also offer free cooking classes to the employees. They use free cooking class as a form of improving team work. Employees of google also offered free onsite gym classes. There is a gym inside the office where employees are given free excess with membership card. Google try to boost their employee morale by ensuring them healthy lifestyle inside their office. There is also facility for those who do not like doing gym. Google offer free massage therapy to their employees as a form of relaxation. Employees of google also offered by free medical service. Employees can get medical service if they get hurt while

working, doing workout or relaxing in the office. Google also offers paternity and maternity leave to the employees. Also, they get free laundry and salon service from the company. A unique facility google offers to their employees that is death benefit. If an employee dies while working with the company, their spouse will get upcoming 10 years 50% of their salary (Vise, 2020). If the deceased has any children, they will get \$1000 until the age of 19. If they are above 19 then they will get education cost.

Conclusion

This report is on employee engagement of organisation. In this report, employee engagement process is discussed on the basis of Google. In Google, they follow each and every possible way for their employee wellbeing. Google ensure cash and non-cash benefits to the employees. Besides their working policy and workplace environment is so friendly that employees feel comfortable at work. Employee value proposition is also discussed here. The importance of employee value proposition in valuating employment is indisputable. Employee value proposition should be set to acquire employee effort properly. It also helps in employee branding. An effective employee engagement helps to create employee branding (Kaliannan, 2015). Top talented employees need to be properly acquired to reduce their retention. At last, it can be said that to achieve the pre-set goal organisation should focus more on employee wellbeing.

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