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MANAGING PEOPLE REPORT

Introduction

In the modern business scenario where trade has been simplified to a degree where there are multiple businesses popping up in various parts of the world, the scope and importance of human resource management has also increased. The workforce of a business is a very important asset which governs its success in the target market as having competent employees which have operational efficiency are necessary to combat the growing amount of disruptions in the external business environment (Ababneh, LeFevre and Bentley, 2019).

This report will focus on employee engagement which is a very important aspect of human resource management as it helps maintain enthusiasm, loyalty and motivation in the employee for their firm which is paramount for effective performance of both employee and the organization. The report will touch on drivers of employee engagement, tools to measure the concept and strategic policy making to raise employee satisfaction levels in a company in the organizational context of Tesco which was established in 1919 by Jack Cohen and is the market leader of UK's retail and grocery sector.

MAIN BODY

1. Concept and drivers of employee engagement

The importance of human resource management in the current business landscape cannot be understated as proper management of the workforce is very essential in making sure that the objectives established by companies like Tesco are duly achieved. The domain of HRM is quite complex and exhaustive as there are many approaches, models and theories related to the employee oriented procedures such as recruitment, induction, training and performance appraisal which all form the cultural backbone of the company and its reputation in public spheres (Ababneh, 2020).

Employee engagement as a concept refers to the various aims and approaches which define and regulate the relationship between an organization and its workforce from both, a qualitative and quantitative perspective. In order to properly function in the current business environment, Tesco and other firms like it which operate in relentlessly competitive industries where there is abundance of substitute products available, they must ensure their workforce is fully committed and motivated to perform to their maximum potential. When appropriate system of employee engagement are in place in a company, employees feel extremely loyal to their company and always deliver better performance than expected in their respective job roles which has been a major reason behind why Tesco is still the market leader of UK's retail sector even during the post pandemic timeline where many of its rivals have succumbed due to huge losses.

Before firms engage in the process of employee engagement and make efforts to ensure that their employees are focused and productive while being satisfied at their jobs, it is very important for them to understand about factors which drive the process in the company (Chen and Peng, 2021). Some key drivers of employee engagement are listed herein which are crucial to maintain harmony and productivity of both the business concern and its workforce.

- Management and leadership styles – According to the 2021 employee engagement trends analysis, leaders have failed to communicate well during the height of the pandemic which has made many employees resign this year which has harmed many firms (2021 Employee Engagement Trends Report: Top 6 Trends, 2022). The way in

which the senior management of a company and the leaders in key hierarchical roles communicate and treat their employees in both a professional and private setting plays a huge role in determining level of employee engagement (Meskelis and Whittington, 2020). The relationship between subordinate and superior changes with different leadership styles and at Tesco, Democratic and Transformational leadership modes are followed more frequently as they ensure employee participation and are aimed at their comprehensive development.

- Quality work assignments and job roles – It is one of the most underrated factors which drives employee engagement in organizations as every worker at one point of time in their careers aim to take job roles which makes full use of their skills and abilities. If workers feel that the tasks they are assigned to execute on a daily basis is below their dignity or not worthy of their skill-set, they will eventually walk out the door. At Tesco, employees are regularly consulted, trained but many jobs are opened only at the shop floor level at supermarkets and many employees are still in basic job roles which has been one of the challenges the company faces.
- Relationship with peers and subordinates – The bond that exists between individuals working for the same company is a very important driver in attaining their loyalty and commitment towards the organization. If employees have great friendship with their peers in the office, they are much more likely to show up to work everyday with a positive attitude and they also attach themselves to the company for a longer period of time.

2. Diagnostic tools to measure engagement

In the post pandemic era where remote working and work from home have become the prevalent norm for many companies, the role of employee engagement has also taken center stage as organizations who have managed to succeed in the pandemic have all taken care of their employees resulting in long term loyalty (Malik and Lenka, 2019). For supermarket retail chains like Tesco, a massive part of their workforce has to work during the pandemic in their physical outlets which is only possible if there are high and persisting levels of employee engagement in the workforce. Unlike other static concepts and procedures, employee engagement is quite dynamic in scope as it fluctuates from time to time

and varies heavily in accordance with changes in business policies and work floor procedures, which makes it measurable by default. Some diagnostic tools which are used by Tesco and other firms to measure employee engagement are highlighted herein.

- Reward and recognition – These programs are built to appreciate the performance delivered by employees over a set period of time and are an important of employee engagement as when employee efforts are recognized and duly appraised, they are much more engaged and committed to their work. Tesco has multiple reward and recognition programs at their disposal which helps them cover their employees in a well balanced way by including employee assistance programs, mental and physical health checks along with various forms of monetary compensation such as bonuses (Benefits, 2022). By such programs, employee engagement can be measured by finding dedicated and well performed employees among the workforce.
- Employee surveys – In order to measure the current existing levels of engagement among the workforce of a company, frequent conduction of surveys is the best possible method with is both fast and cost effective. Surveys which are used for this purpose by companies are thoroughly oriented towards their problems, opinions and current working experience in the company and has multiple purpose which go beyond simple engagement measurement. These employee surveys can also be used for gaining an estimate about the current operational quality of the business and gather feedback from employees to make the company a better place to work at. Tesco utilizes multiple surveys and gathers a lot of feedback and comments from its executive employees and the workers which manage its various stores and supermarkets across UK. A major example of Tesco using surveys to measure employee engagement is their regular conduction of colleague health survey which is used to measure the current workforce safety and hygiene satisfaction levels of employees and gather feedback from them to make the multiple chains of Tesco safe and secure in the post pandemic business situation (Colleague Health Survey, 2022).
- Exit interviews – A major detriment towards the level of employee engagement that is maintained in a company is the leaving of employees and HR personnel have major role in understanding exactly why employees leave the company and make sure other

workers do not face the same problem. Exit interviews are specific one on one interaction with employees which happen when they leave the company or have made the decision to leave their jobs for the purpose of either getting to the root of their problem or convincing them to stay and cancel their resignations (Reimer and Meighan, 2018). Tesco conducts a comprehensive exit interviews with people who leave the jobs at either lower or higher end of the company hierarchy which includes questions about key areas such as their hourly retail work pay, store operations and work life balance along with their reason for leaving. Studying the volume of employees leaving through exit interviews is very helpful in measuring and estimating current levels of engagement among employees.

3. Employee value proposition from the ideas and analysis previously covered, including strategies to raise levels of engagement

Simply hiring talented and skilled employees is nowhere near enough for companies to survive in the current business environment as without proper systems of employee engagement which provide value and satisfaction to the newly recruited employees, proper utilization of their talents cannot be undertaken. One of the most crucial elements of the employee engagement levels which persist in companies like Tesco is the Employee Value Proposition which refers to the ways in which a company flaunts the power of its branding and attracts the necessary talents and skills it needs for its operations and engages them actively. Through robust measures of providing a solid value proposition to employees, firms not only manage to hire talented and holistic people but also are successful in sustaining and maintaining them in a competitive environment. An employee value proposition has been structured below in the organizational context of Tesco along with strategies the company can use to strengthen its employee engagement levels currently.

- True work flexibility – For companies, deciding on the level of work relate flexibility can be quite tough as in the post pandemic era, work from home has become a necessity but many employees still want to work and enjoy the amenities their office provides them instead (Shenoy and Uchil, 2018). Tesco has also embraced work flexibility but in order to develop a solid value proposition and engage maximum number of

employees, it should allow option to work from home to people for few days in a week at all levels and allow its store workers to perform work in flexible shifts.

- Event participation and broad mission – No employee wants to just work for fixed hours every day of week as a boring work schedule and environment hampers employee engagement in a major way. Firms like Tesco with huge access to monetary resources should establish events and missions which go beyond simple retail such as partnering with NGO's, establishing personal charities which make employees feel like they are part of the larger purpose.
- Developing strong employee relations – Even though Tesco has made significant strides in enabling remote work capabilities across its vast workforce and organizational hierarchy, employees still need that sense of bonding and friendship with their colleagues which helps in keeping them loyal and engaged to the company. Tesco should strive to hold regular information meet-ups and events outside the company hours and also give regular breaks to their store operators for communication and relaxation as that job role is very hectic.
- Supporting the work life balance – This factor forms a very important part of a firm's employee value proposition as every new recruits need their personal and professional lives sorted at their workplace without any clash between the two irrespective of their talent and seniority. Tesco should take further steps to optimize the lives of their employees by helping them with programs built for integration of work life balance in the firm such as paying online bills of employees which are working from home.

CONCLUSION:

The above report went into detail regarding the complex process of employee engagement in retail organizations operating in UK which refers to the level of commitment and loyalty exerted by employees towards the firms which they work with. There was detailed discussion on several key topics such as drivers of engagement in companies and various diagnostic tools which are used by retailers and supermarket chains in UK to measure current level of engagement. The report was concluded with the importance and structuring of employee value propositioning for such companies along with strategies to raise the level of currently existing employee engagement.

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