

Considers the potential impact of any changes on employee engagement

Example A:

Past research has proven that there is a link between organisational change and employee engagement. It is believed that employees who can adapt to changes in organisation are engaged at work. Many agree that organisations that are normally successful adapt to change better than the unsuccessful organisations and the main reason lies with their positive and engaged employees; with a link to a positive organisational culture (Parent & Lovelace, 2015). Osborne & Hammoud (2017) agrees and proposes that to improve employee engagement, employers must provide a psychological safe place for their employees as this stimulates a feeling of enthusiasm and satisfaction in work-related activities. It is also suggested that training programmes focusing on skills should be introduced and enhanced to influence employee performance and engagement.

As can be seen in the case of British Gas which became embroiled in the dispute about 'fire and rehire' tactics used by the company on their boiler engineers. This dispute was recorded as one of the biggest dispute during the Covid-19 pandemic in the UK. Also, it marked the largest dispute to hit the gas industry for many decades (Nolan, 2021). The imposition of changes to employment contracts including longer working hours without any additional pay leading to about 1000 engineers refusal to sign the new contract resulted in British Gas deploying the fire and rehire tactics (Chance & Lau, 2021). It can however be argued that Centrica (owns British Gas) explained that the changes to the engineer's contract was unavoidable and required so that the future of the company could be protected and to enable the company provide customers with good service hence the decision to cut down on staff and remunerations.

An example of the impact and effect the decision made by British Gas to fire and rehire its employees had an adverse and negative effects on a lot of the employees involved in the strike action that followed. For example, it was reported that Miles Hobson who worked as an engineer at British Gas for 38 years felt bullied by the company for being asked to work longer without increase in pay, and losing quality time with his family in the process (Espiner, 2021). Reports also showed that other British Gas employees felt used and betrayed, could no longer trust their employer despite the several years of experience they had with the company (Caie, 2021). In the same way, Andy Pendergast (national secretary of GMB) was reported to have said that Centrica's attitude towards its employees was detrimental to their morale thereby, these employees had become disengaged. In addition, research shows that employee engagement needs to be measured for better understanding of the impact of any changes in how employees are engaged at work.

A study by Robinson, et al. (2004) highlights a major benefit of employee engagement especially for organisations in the UK as enabling competitive advantage as long as they are ready to invest time, effort, and commitment. This study also proposes that employees who are engaged at work would display their trust and confidence in the organisation, show enthusiasm and interest in their job and the company they work, understand the organisational culture, purpose and vision. Additionally, engaged employees would be helpful and respect their colleagues, and be prepared to exceed expectations for the organisation. Presbitero (2017) suggested that reward management is one of the incentives that organisations could apply to gain employee commitment and engagement; although argued that the level of engagement may vary depending on the employee's perception of the reward or incentive received.

The relationship between the Leaders, Managers, HR department and the employees hired by them are the key factors which determines their employee's experiences at work (Taylor, et al., 2017). The 'Good Work' report by Taylor and his team to look at and recommend ambitious engagement processes by employers to their employees in the UK labour market; ensuring that all work in the UK economy is fair and decent to employees, come up with the following statement:

Good Work is shaped by working practices that benefit employees through good reward schemes and terms and conditions, having a secure position, better training and development, good communication and ways of working that support task discretion and involve employees in securing business improvements (Taylor, et al., 2017).

Example B:

It is considered challenging in keeping the remote and the workers connected and especially in the fields of utility and energy, it is difficult to communicate. The employees engaged in this sector needs wide communication with the use of the right technology. Every business wants its employees to rise and shine the success of a business fully depends on the work of the staff. Employee engagement is considered the most complex process. Their objectives in the job may include job or site-specific communications, innovation, safety, and sustainability (Men *et al.*,2020). When the employees feel connected, they have a direct impact on achieving those objectives. They are also provided with the right technology and information; they are likely to be more engaged in their work. In this sector, the employees have to be kept connected by following two ways.

The first way is to ***ask the employees*** where the employees survey and group focus can be identified as a good start in understanding the communication gaps and evaluating what kind of communication tools and channels the employees find effective in communicating (Rasool *et al.*,2021). The employees are to be asked whether they are getting the information as per their requirements. Most utility companies use a routine employee survey in order to ask questions to their employees. This survey can also be helpful to the company in order to find consistency in communication. In the case of companies with high stake communication, the communication needs to be delivered through line management. For this approach, the companies used applications, which made it easy for the employees to connect in whatever place they are working. The employees get motivated as they feel they are always connected. After using such communication strategies also, it is needed to get feedback from the employee. The second way is to consider a ***“BYOD policy”*** where the employees of this sector mostly face issues regarding disconnection (Shrotryia *et al.*,2019). The workers or employees, who do not have company mobile devices access, find difficulty in getting the company's information.

BYOD device is now considered to be the trending device in the organization, which provide flexibility among the employees and provided with the facility of connecting from wherever they are, traveling to the job sites, or even at the times working in the fields and offices.

Companies need to provide such an environment in the workplace that can motivate the employees to work (Nazir *et al.*,2020). There are certain ways that can drive the engagement of the employees:

1. Person job fit: The managers must look up for the jobs which can fit up according to the nature of the employees. The daily job is part of the mental and emotional well-being of an employee. The job must be challenging and exciting and the employees would like to take ownership and join in the process.
2. Career growth opportunities: the employees should be provided with proper training opportunities which can make them feel defined in their career path. The employees may feel a sense of growth and promotion in the work.
3. Co-workers/ team members: cooperation among the employees and the manager can level up the process of the work.
4. Synchronization of the organization's performance and the individuals: the employee needs to appreciate the goals of the company and also be aware of the effects of the performance. An individual's alignment with the job process can overhaul enhance the company's performance.
5. Pride for the company: the company should provide such facilities than can create self-esteem among them. This will help in enabling the scenario of the company in which the employees will advertise to others.

It is also found that there is a need for employees in the fields of oil and gas sectors. There is a great need for production and an increase in the profitability in this sector but a decrease in employee turnover impacts greatly the organization (Lee *et al.*,2020). The industries after certain analysis found the need for employees' retention and engagement with the focus of moving forward in the global economy. Thus, employee engagement is the final answer for every organization. Many companies of oil, in the UK, to achieve its goal and objectives, need to identify the issue and tackle the problems.

According to a report in the UK, the employees' dedication towards the work is analysed. As per the analysis, it has been seen that mostly the employees want to work for 12 months with that organization (Bal *et al.*,2020). The analysis also showed that there was an increase in the percentage of engaged employees of about 80% and 20% of disengaged employees. It is clear

from the analysis that the percentage of engaged employees will plan to stay with the organization.

In this field, it is analysed that the employees have much more knowledge and high technical skills, the leaders need to possess certain skills to stay above them. The digital workplace faces a great challenge in management. The three main challenges faced are, firstly to recognize the practices which are currently going to require any change, secondly, to analyse how can those competencies change the practices, and lastly to inculcate those competencies in order to develop leadership for the upcoming generation (Bal *et al.*,2020). Thus, leadership is required in enhancing the employees' engagement factors.

There are different models of the employee's engagement in the oil and gas sectors. The models are based on three factors: engagement, performance, and the intention to stay. The models can be analysed on the basis of three models as paper the employees. An employee will feel engaged in work if they find an opportunity for upward feedback. The employees find that they are informed regarding all the processes of the project which is going on. The performance can be enhanced through the managerial commitments of the organization. The employee may feel that there is fairness among the workforce regarding dealing with the problem. This factor can also be related to the point of an employee's intention to stay. The employees are to be treated in a respectful manner which can enhance the employees' intention to stay (Lee *et al.*,2020).

With a critical view of the literature on employee engagement in examining the trends of the gas sector, investigations were made regarding the roles of employees engaged in such a sector. The employee engagement model involves the performance, engagement, and the intention of the workers to stay in the field. Other factors like job satisfaction, flexibility, and job content are also the factors that are to be considered. The engagement level also considers in taking the managerial actions, individual differences, and job features in the content. Recognition and feedback are also considered a vital part of the model. Individual performance and the team result will help the workplace improve the team spirit; also, individual feedback can help in increasing productivity in the long term.

Employee management enhances organizational and motivational citizenship. Then also the scope of this model is beyond the concepts (Shrotryia *et al.*,2019). Certain business units, especially in the oil sector, which have a high engagement of employees, showed many odd phases in success. This also requires the managers to look after the aspects.