

Managing People

Student name: Albena Yosifova-Stefanova

Student ID: 2014829

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Lecture`s name: Charles Oham

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Introduction

The strategies required for managing people and knowledge in an organisation are a crucial part which are the absolute procedures for retention and proper preservation (Mathew *et al*, 2022). The growth of management skills is important to make sure that the employees are proceeding with the necessary steps to meet the objectives of the organisation. In this report, the concepts and drivers for employee engagement will be analysed along with the diagnostic tool used for measurement. Then an employee value proposition will be constructed based on the above ideas along with strategies to raise the level of engagement. Asda is the chosen organisation here that is a British supermarket chain and the CEO of the supermarket giant is Roger Burnley. The headquarters of the organisation resides in Leeds, England and over 145,000 employees are working under it (ASDA, 2022).

The concept and drivers of employee engagement

Concept

Individuals often confuse the two subjects that are employee engagement with satisfaction, but in reality, both are completely different topics. Employee engagement is measured by the interest of an employee in the organisation, the level at which they feel compassionate towards their job and how much they are committed to putting their efforts to meet the goals of the company. Employee engagement is one of the most important issues for the practice of management and related theories. There are some major differences between the theories, concepts, the factors that influence them and the results of employee engagement (Sun and Bunchapattanasakda, 2019).

Asda has implemented some of the best practices of employee engagement that are useful to drive their employee performance to exceed expectations. According to them, Employee engagement and performance go way beyond activities, games and events. The engaged employees see the objectives of the whole organisation, figure out where they fit in that and understand their purpose. This drives the productivity of the organisation, helps in efficient decision making and the engaged workforce helps in even outperforming their competition. Asda knows that engagement is the key differentiator factor for their organisation and thus, they opt for strategies that guide them to innovation and growth (Custom Insight, 2022).

Asda has initiated significant strides that make sure that a good culture is maintained inside their organisation. By good culture, they denote that they encourage their employee to be themselves and be confident with what they do. The employees encourage and help each other, and this way they are more encouraged in helping their customers as well, and achieve long term business success. Even their

quotation “Proud to be Asda, Proud to be You” suggests how much they care about their people, which is indeed the greatest engagement practice to consider (ASDA, 2022).

Drivers

Employee engagement is like fuel for organisational success. It helps in driving some of the crucial parts of the company’s culture, productivity, daily and long term goals and objectives for a good work environment. POS and employee loyalty are the positive and significant factors for employee engagement. However, employee engagement depends on the different areas of the organisation. For example, skilled and professional workers are more engaged in their workplace than in any other field (Khodakarami and Dirani 2020). Motivation and the factors that drive individuals to be more engaged in their profession and the organisation depends from person to person.

Some of the most essential drivers of employee engagement according to the research made on Asda are –

- **Leadership or management** – The leaders of management in organisations like Asda are considered one of the most valuable factors for driving employee engagement. It has been analysed that the leaders of Asda play an important role in making Asda a great place to work in. They are also efficient in setting the right course for the employees working under them (Asda, 2022). Asda has stated that its most valuable assets are the talents of the people and has set up strategies to own it as well. Employees are most engaged when they feel valued. They have set up efficient communication strategies by promoting their business plans and transparencies, engaging employees to speak openly, and listening to them while recognising their efforts.
- **Work with a meaning** – The second most influential factor in driving employee engagement is for the employees to understand the meaning of their work. According to research opted in the UK, 42% of the employees look for better opportunities if they find out that their jobs are not utilising their skills and abilities (Hppy, 2022). Asda makes sure that their employees understand the objectives of the organisation and sets up individual goals for each employee aligning with them.
- **The relationship with other co-workers** – Research suggests that having a good friend in the same company is one of the major factors that drive employee engagement to the furthest limit. Asda organises activities so that the co-workers spend more time with each other and have a better connection, so they find working more interesting and fun.

The diagnostic tools to measure the engagement

The Covid 19 pandemic has affected the lifestyle of people as well as how organisations behave. This has driven organisations to opt for some of the best practices to retain talented people in an organisation, which is vital for it more than ever. Like implementing employee engagement strategies is one of the vital factors, measuring them to figure out how efficient they are is also part of the whole process. To make sure that their strategies are effective, organisations should opt for implementing efficient diagnostic tools and procedures to measure the engagement of the employees in the organisation (Bridger, 2022). HR professionals of organisations like Asda make sure to gather efficient information or feedback from the employees in a variety of ways.

- **Annual Surveys** – Collecting feedback through different survey tools such as SurveyMonkey and conducting in house surveys is one of the most efficient methods of collecting real-time data about the opinion of individuals. Asda can set up its own team of HR surveyors who can collect these data and figure out the factors influencing employee engagement.
- **Pulse Surveys** – This is another useful survey strategy useful to measure employee engagement within an organisation. The difference between annual surveys and pulse is that it contains hardly 5 to 10 relevant questions unlike dozens of questions. Implementing pulse surveys in Asda will be highly beneficial and the employees will not have to go through absurd and irrelevant questions.
- **Social Media Platforms** – Every individual uses social media platforms and introducing surveys and feedback groups is highly effective for organisations to realise the effects of their employee engagement strategies (Tyler, 2020). This way, other organisation will be more aware that the organisation care about its people, enhancing the reputation of the company on the other hand. Asda should implement this strategy that will be handy for them to collect accurate data as well.
- **Focus Groups** – Focus groups are extremely beneficial for asking complex questions like figuring out whether a strategy will be good or not. Asda can make good use of focus groups for formal and informal combinations of surveys, listening sessions or even individual interviews. This will not only encourage the employees and make them feel that they are being valued but will also help the supermarket giants to figure out how efficient their strategies are, and what new strategies should be implemented for more positive results.
- **Stay Interviews** – The HR teams of Asda can implement stay interviews in their organisations for every individual, to know each employee's greatest needs and build staying plans for them. Stay interviews provide organisations with better thoughts and feelings than the general measurement tactics. This is because, during the in-person meetings, the supervisors can also get a hint of each employee's through their passion, body language and other nonverbal cues. By gaining involvement at the manager level organisations can even get more engagements.

- **The accessibility of the Leaders** – The leaders and specific managers can even call up for time-to-time meetings and these smaller sections are not only efficient to get an overview of the employee engagement tactics but open the door to try new ones. Asda can set up small groups assigned to specified leaders who will be in charge of the development of their specified teams. This will come in handy as a good measurement tool while motivating the team members along the way.

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

Good companies do not force exploitation of their work more than exploration in any way, and they drive for the best value proposition plans by exploring different business strategies while exploiting the existing ones (Osterwalder, 2022). The employee value proposition or EVP is termed as the innumerable number of benefits obtained by the employees of an organisation in exchange for capabilities, a series of skills and experiences, that they bring to the company. In simple terms, the EVP states how an organisation is unique and what it stands for. EVP consists of a number of determining factors such as -

- **Determination of the goals** – The goal of Asda is to provide its customers with the best products and goods available in the market at the lowest price possible. Employees working in Asda should have a clear idea about the organisation's objectives and implement ways so they can help each other to meet their daily and weekly goals efficiently.
- **Fostering Expectations** – Fostering expectations amongst the employees is a vital step to set bounds for what they can expect from an organisation. Asda can foster good expectations for their employees by setting policies for a respectful and positive attitude, honest work, maintaining good attendance and conducting with everyone in a professional manner, even off duty.
- **Empowering Employees** – Empowering employees is considered one of the vital tasks for HRs in employee engagement. Asda can empower its employees with some simple but effective strategies such as delegating to development, giving constructive feedback, providing necessary resources, providing the employees with autonomy rather than assignments and various other strategies.
- **Career Growth** – The growth in a career within an organisation is what employees look for firsthand. Asda is one of the giants and the most popular supermarket chains in the UK, there is a lot of scope for the employees to grow their careers. The employees in Asda can embrace their career growth with some factors like growing the network as much as possible, finding a good mentor, and approach to further education. Asda on the other hand can set up training facilities, give efficient performance reviews and give more responsibilities to more efficient individuals.

- **Reward Mechanism** – Rewards are one of the most inspiring and motivating factors that can influence employees to meet targets exceeding the organisation's expectations. Asda can introduce weekly, or monthly rewards and recognition events to make sure that the hard work of the employees is being noticed. This will further motivate them to work towards the goal of the organisation more efficiently.
- **Knowledge Sharing** – There is no limit to learning, and sharing valuable knowledge. Asda organizes awareness events every now and then, where the employees are given education and knowledge in vast areas that will be highly beneficial to them in the future. The leaders of Asda can also set up meetings to share valuable information in between working schedules.
- **Work-life Balance** – Work-life balance is a major area of concern for the employees in an organisation. Individuals will choose a better work-life balance over money, growth, popularity and every other benefit they expect from their workplace. Asda should look for ways they can improve the work-life balance for their employees with sufficient holidays, allowing work from home, and less rigid schedule breaks.
- **Employee Branding** - Employee branding is defined as how the employees working in an organisation value their employer. It is highly beneficial for organisations to build a good reputation in the marketplace and retain talented employees within the organisation. Asda can improve its employee branding by improving its employee engagement activities, even more, introducing new strategies for employee retention, and enhancing their motivation as well.

Conclusion

The above report has been made based on understanding the fundamentals of employee engagement in organisations and implementing efficient ways to measure how efficient these strategies are. It has been analysed that Asda has opted for some of the best practices of employee engagement policies. The area where Asda can improve its engagement skills further has been analysed efficiently. Lastly, from the employee value proposition constructed, the key areas have been figured out where and how Asda can use efficient strategies to increase the value of their employees, and itself proportionally.

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