

HUMAN RESOURCE MANAGEMENT

Assessment 2 – 3GF Group Presentation

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Introduction

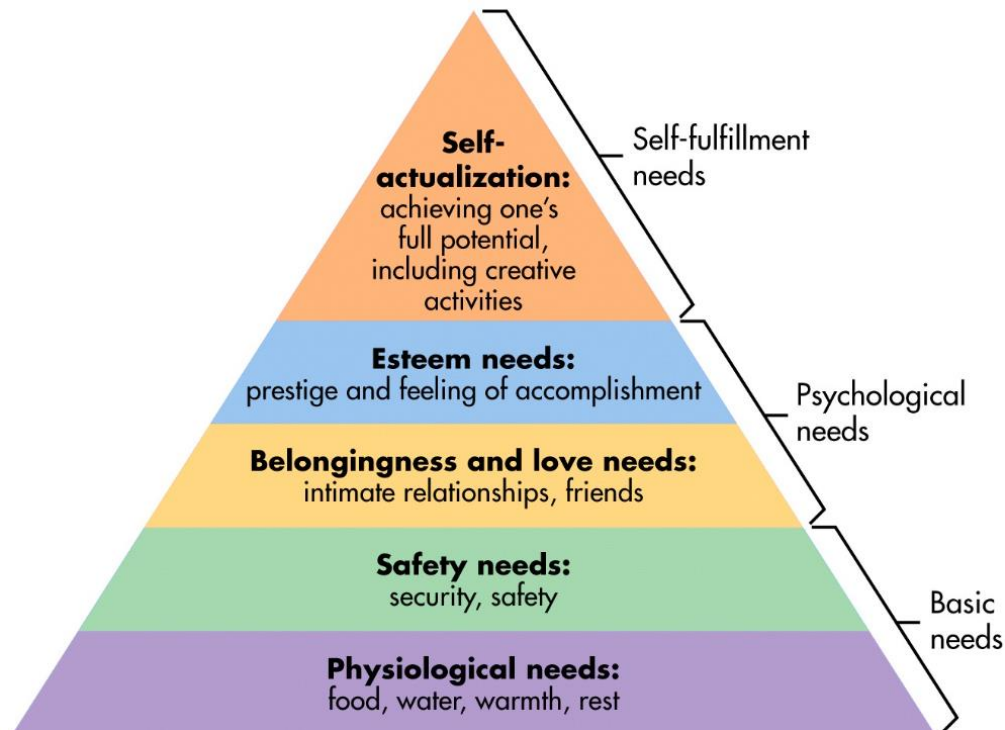
- Human Resource Management represents an approach with a high degree of influence within most companies from different market economies. (Beardwell and Claydon, 2010)
- It is an extensively analysed and discussed concept, which includes engagement and commitment, as well as training and development.
- These are the two topics that 3GF will discuss in order to find a strategy to implement in the charity **Work For All**.

Employee Engagement & Commitment

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In the field of management, the idea of engagement has become increasingly important. This notion is based on older concepts as work motivation studied by:

- **Maslow** (Motivation and Personality, Maslow 1960)



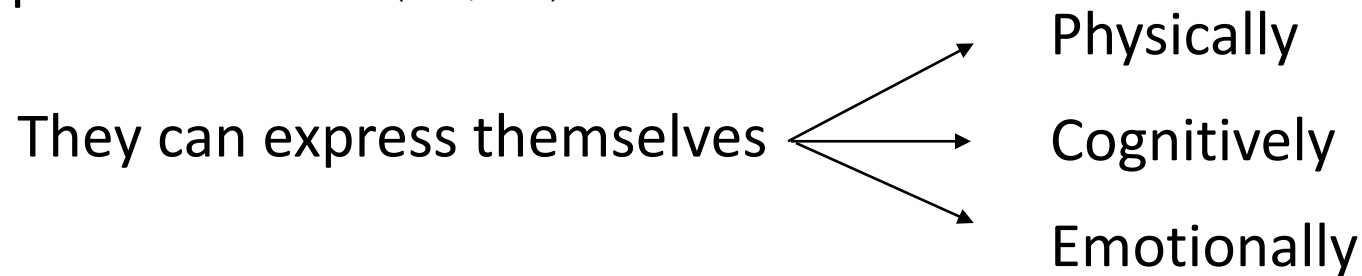
- **Herzberg** (One more time: how do you motivate employee?, Herzberg 1987)



Employee Engagement & Commitment

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Kahn defines **engagement** as “the harnessing of organization members’ selves to their work roles; in engagement people employ and express themselves during their role performance ” (Kahn, 1990)



On the other hand, the **commitment** is defined by **Porter** as “relative strength of the individual’s identification with, and involvement in, a particular organization” (Porter, 1974)

Employee Engagement & Commitment

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Why are they important?



They may have a positive impact on the profitability and growth of the company. Evidences suggest that happy and motivated employees are more likely to provide a better performance (Cipd, 2012)

How to build them

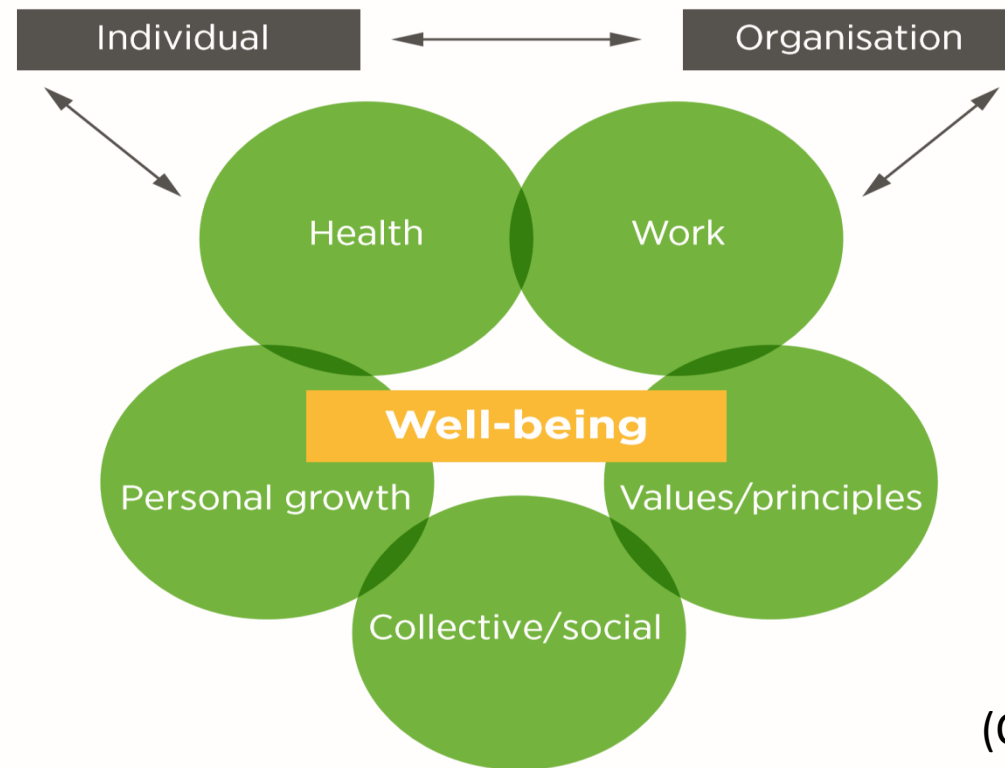


(Cipd figure 1, 2016)

Employee Well-Being

Workplace and employees health and well-being is a positive link to support and develop their engagement and commitment with the company.

The domains of well-being are:



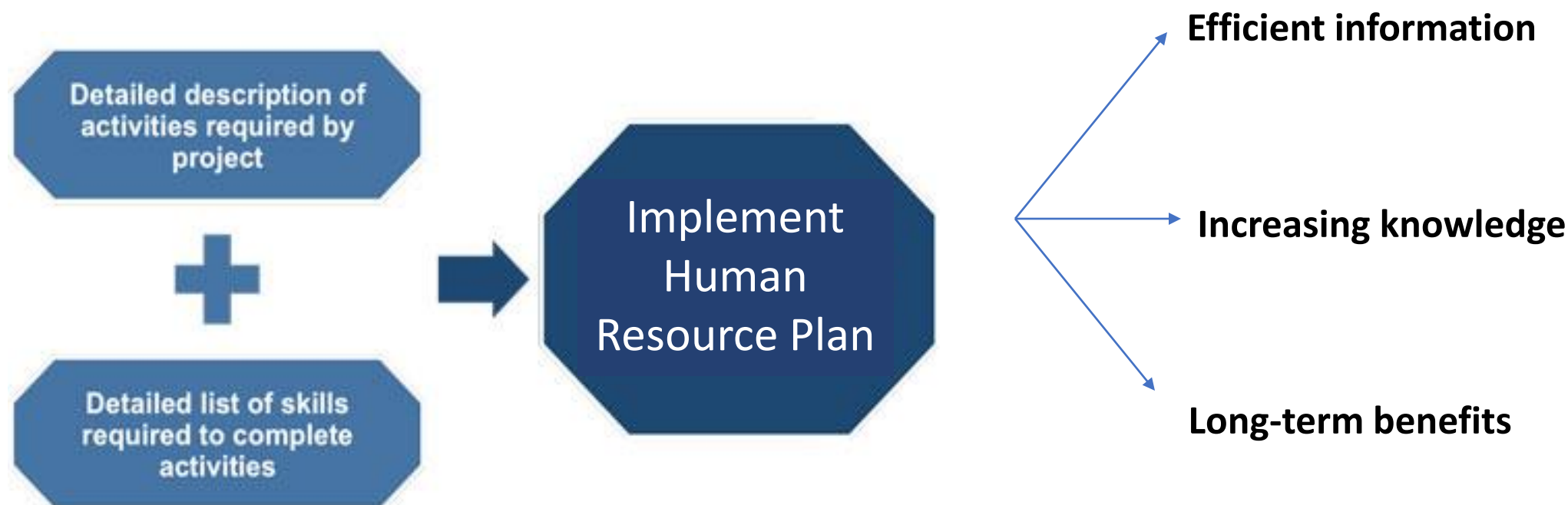
(Cipd figure 2, 2016)

Employee Well-Being in 'Work for All'



WORK	HEALTH	PERSONAL GROWTH	VALUES AND PRINCIPLE	COLLECTIVITY AND SOCIAL
• Healthy, creative and dynamic work environment to motivate employees to reach their potential • Flexibility in the workplace	• Health and safety in the workplace and individual health (place, physical and psychological) • Work-life balance (individual, hour, flexibility, less stress)	• Progression in Work for All (salary, bonus and benefits) • Training and development, development of skills and opportunities	• Culture and individual values that match each other (important for our company) • Good management • Ethical and diversity inclusion	• A good relationship between managers and employees • Voice representation

Training and Development



Source: free-management-ebooks.com

Development programs represent an aspect that influences the attitudes of the employees, making them more **productive** (Bogardus, 2004).

Training

- The purpose of Training is to improve employee skills and prepare them for future responsibilities (Bogardus. AM, 2004)
- Training initiatives provide solutions for short-term needs and are designed to solve immediate needs
- Makes people feel they are assets and not costs
- Modifies attitude, knowledge or skill behaviour through a learning experience (Manpower Services Commission 1981)
- Creates safe and healthy learning environment for clients

Training Initiatives

Mandatory training for all employees

- Induction program – all starters
- Health & Safety at Work
- Equal opportunity / diversity
- Disability awareness
- Mental health awareness
- GDPR awareness

These would be conducted via e-learning within a time frame.

- Periodic training with experts

Training Model

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The ADDIE Model



Source: originlearning.com/agile-elearning

- Four levels of evaluation to ensure training is cost effective:
 - Reaction**- measures immediate response
 - Learning**- participants tested to see if learning took place
 - Behaviour**- is learning gained being used
 - Results**- impact of training on business

Development

- Each employee will bring **different skills** to the company in which they work, so it is important to be given **development opportunities**.
- These can maintain their motivation and loyalty to the company, can help them to evolve from a professional point of view, but these opportunities can also help the company **outperform** its competitors (Acas.org.uk, 2019).

Development Initiatives



- **Coaching** and talent development – helping employees to acquire new knowledge
- **Mentoring** – motivating and rewarding the employees
- **Counselling skills** – listening, empathy, communication skills
- **Teamwork** between people with disabilities and those without disabilities
- **Cross-training/upskilling** – Well-being charity employees should be trained for different roles
- Increasing the **awareness** of mental health and developing a supportive work environment.

Recommendations

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- Create dynamic and creative work environment
- Flexibility and Work-life balance: Flexi hour/ part time positions/ job sharing/ less stress/ generous leave
- Be understanding to values and needs of the employees (let their voices be heard, find solutions together, give importance to their ideas in decision making)
- Give to the employee developing opportunities (salary, bonuses and benefits, more flexibility)
- In the recruitment and selection process find the right employees that reflect the values of the organisation

Recommendations

- Ensuring proper recruitment and access to development for people with disabilities
- Use of initiatives and ethical practices (for staff retention)
- The provision of adequate services that meet the needs of the employees
- Distributing each member of staff on suitable positions or re-training them

Conclusions

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- The connection between engagement and commitment is a strong factor that allows for further development of a company.
- These HR strategies are beneficial for employees to remain loyal to an organisation and to have passion for their work.
- In regards to Work For All, it is important that the employees are passionate about their job because disabled people require the most love, care and patience and these qualities need to be shown.
- Implementing these strategies will make Work for All compliant with local authority requirements.

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Thank You!