

BMET4004

Global Tourism and Events Management

Personnel Resourcing and Development

Week 3 – Employee Engagement



Recap from last week!

- Human Resources Management
- The role of HR
- The role of HR within different organisations



Aims for today

- What is Employee Engagement?
- Maslow's Hierarchy of Needs/ Zinger Model
- Technology and HR
- Engagement and Wellbeing



Employee Engagement

What does the word 'engagement' mean to you?



Employee Engagement

- There are over 50 definitions of Employee Engagement!
- How people ‘express themselves physically, cognitively, and emotionally’ as they interact with their jobs
- Employee engagement could mean the following:
 - Having a meaningful connection with an experience
 - Feeling a sense of belonging and ownership
 - Having a positive emotion towards an experience
 - Purposeful involvement and active contribution

29%

Engaged

52%

Not Engaged

19%

Actively
Disengaged



Loyal and psychologically committed . More productive; higher retention.

Productive , but they are not psychologically connected to their company. They miss more workdays; more likely to leave.

Physically present, but psychologically absent. They are unhappy and insist on sharing this unhappiness with others.

**Same boat, different engagement.
Some drive it, some jump off it.**

Who's sinking your boat?



Question:
What makes us
engaged
employees?



What makes
employees
disengaged?



Diana Dosik



TED

HOSPITALITY
AND
TOURISM
MANAGEMENT

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

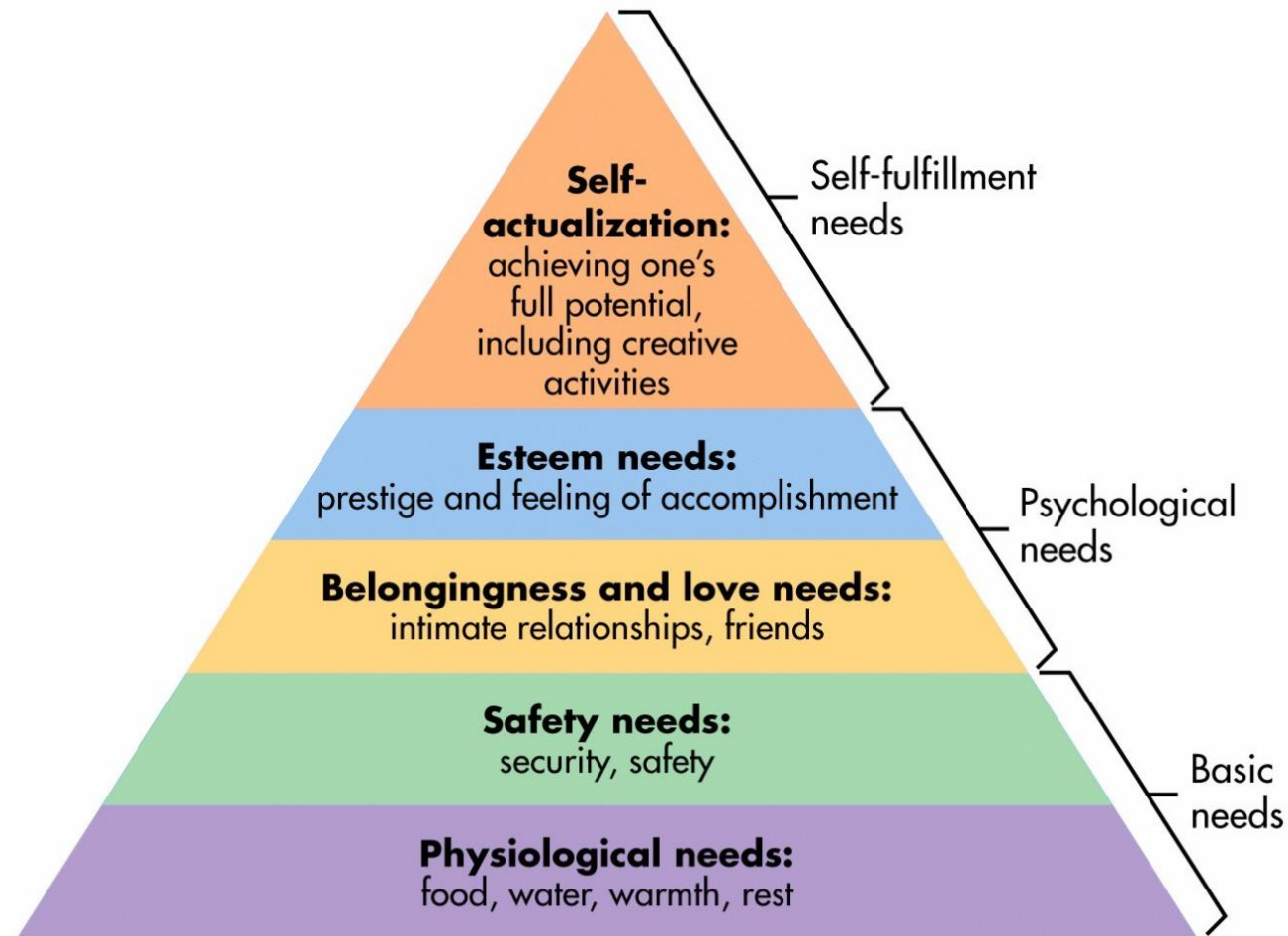


Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Maslow's Hierarchy of Needs



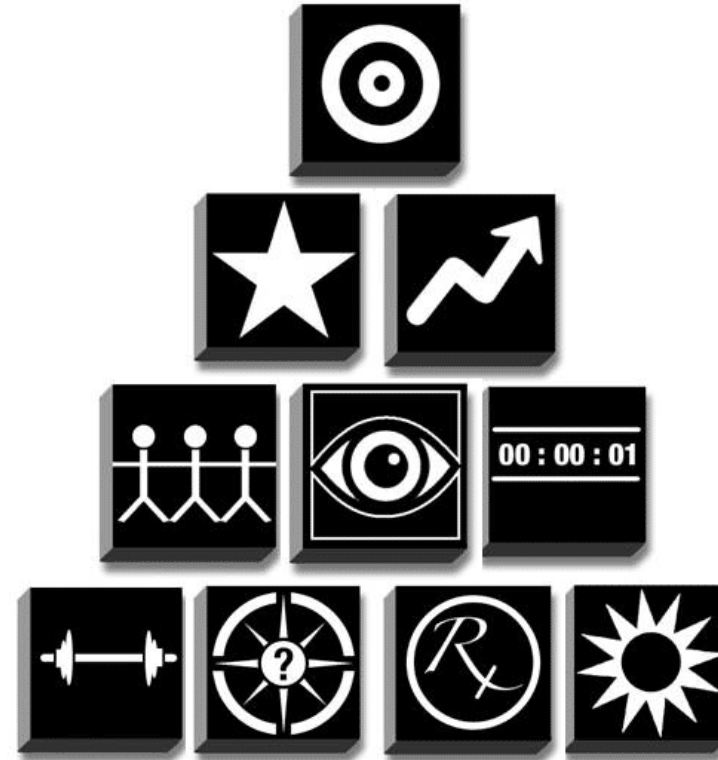
Maslow's Hierarchy of Needs



Exercise: Rank from 1-10 the attributes that influence your choice of work.

1. Pay and benefits
2. Form of employment
(Full-Time Part-time....)
3. Work-life balance
4. Job design and nature of work
5. Relationships at work
6. Employee voice
7. Job satisfaction
8. Health and safety
9. Career Prospect
10. Equal opportunities and fair treatment

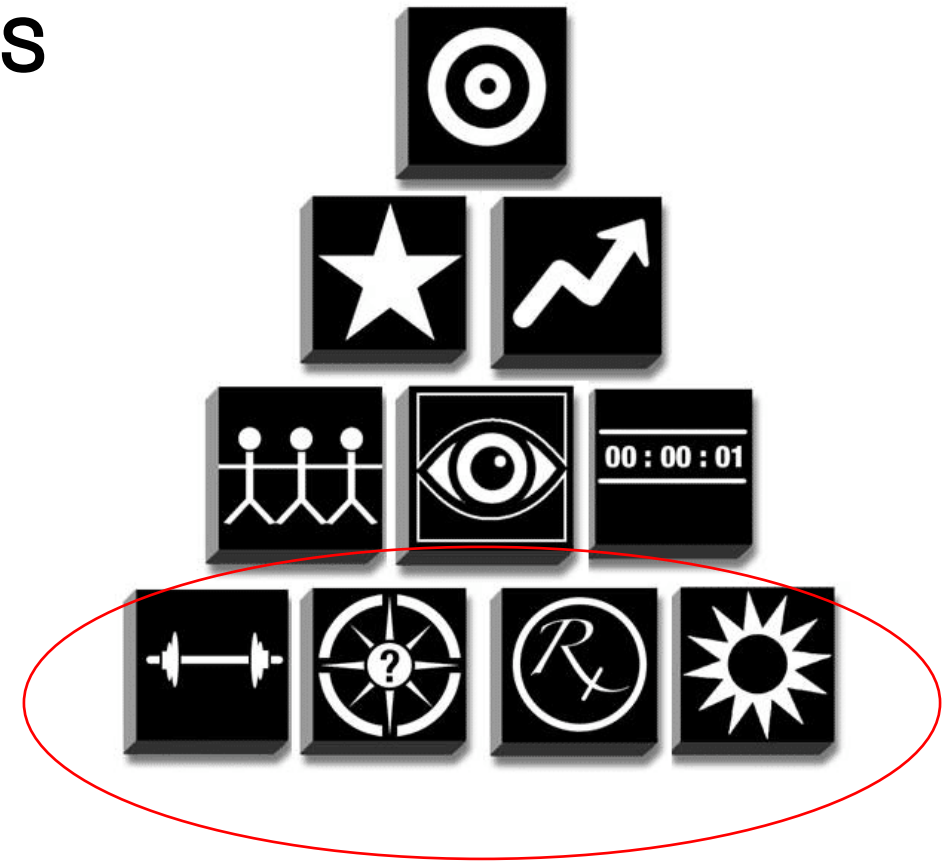
The Zinger Model of Employee Engagement



The Pyramid of Employee Engagement Actions for Managers

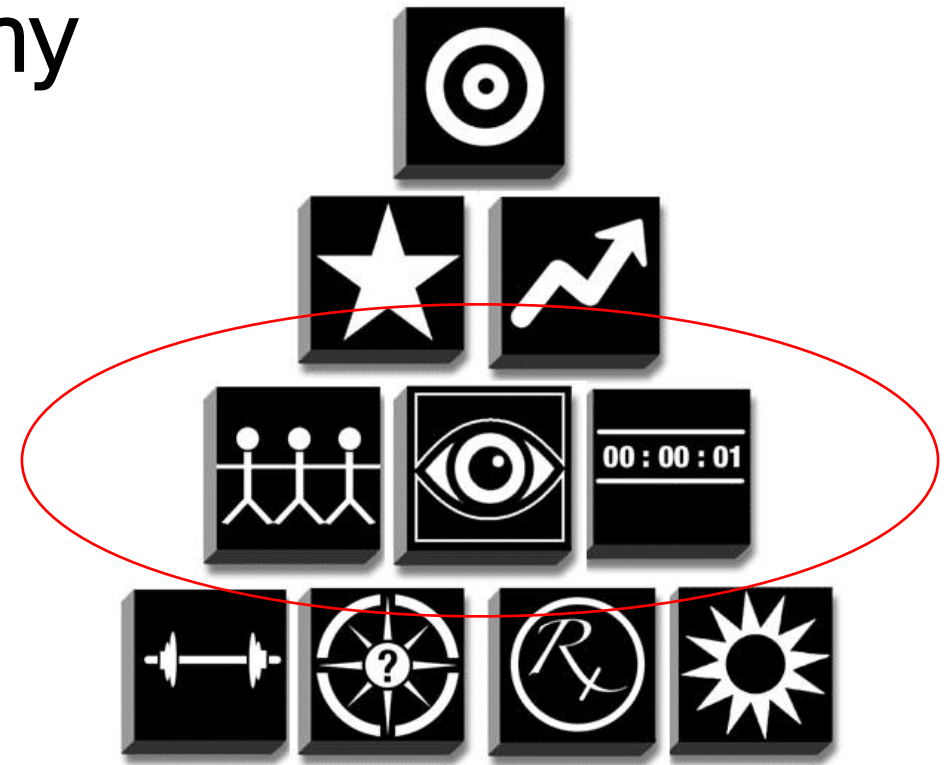
Bottom row: The Necessities

- Enhance well-being
- Enliven energy
- Make meaning
- Leverage strengths



Second row: Uniting the company

- Build relationships
- Foster recognition
- Master moments

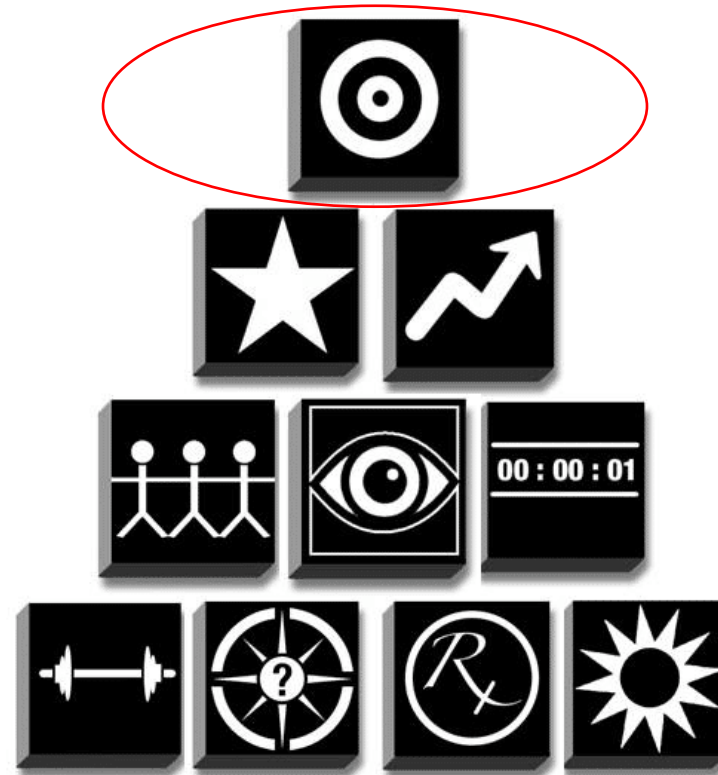


Third row: Boosting performance

- Maximize performance
- Mark progress



Top of the pyramid: Achieving results



Task

Research one of the following engagement models and compare it with your current job (or previous)

- The Gallup Model
- The Kahn Model
- The AON Hewitt Model
- The JD-R Model
- The IES Model



Technology and HR

Question: Can you name any jobs replaced by technology? Or jobs in threat of being replaced?



Change in the employment relationship

1. Psychological contract

- The term 'psychological contract' refers to the individual's expectations, beliefs, ambitions and obligations, as perceived by the employer and the worker.
- Although the psychological contract describes the expectations and assumptions of both employers and workers about one another, the concept has been mainly studied from the perspective of the employee.
- What is covered by the psychological contract?
 - ✓ Job security
 - ✓ Career prospects
 - ✓ Training and development
 - ✓ Perceived fairness of pay and benefits
 - ✓ Manager support

Change in the employment relationship

- From the organization's perspectives, the key to survival in a fast-changing environment is flexible work schedules and flexible staffing levels
 - **Flexible work schedules** –working hours and location
 - **Flexible staffing levels**-Full time Vs Part-time
- Employers once mainly relied on contingent workers to fill administrative jobs, but now turn to contingent work arrangements for technical support and even some professional task

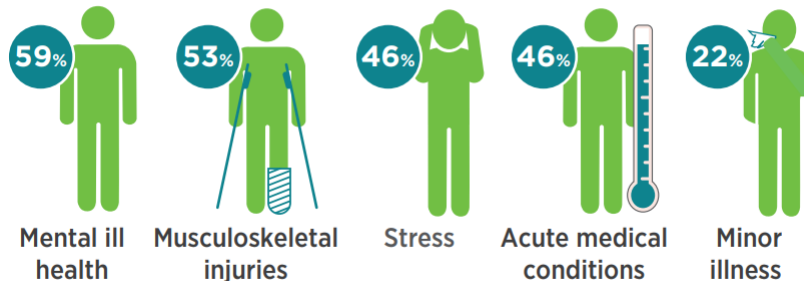
Engagement and Wellbeing

“One thing that’s clear in academic literature is that employee engagement is seen as a psychological state experienced by employees. It should be seen as different from job quality, employee behaviour or management action” (CIPD, 2021)

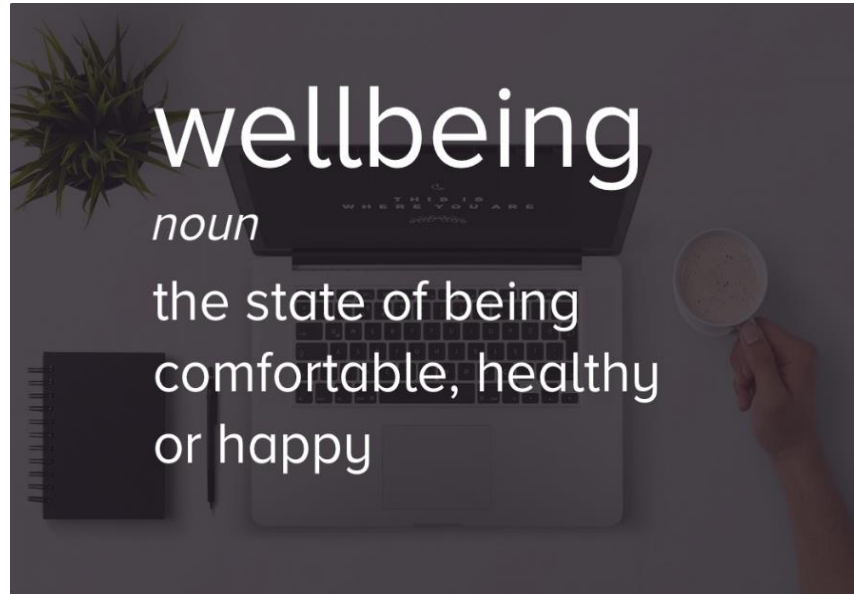
Question:
What does
wellbeing
mean to you?

Long-term absence

The most common causes are:



Wellbeing....



Case Study: Innocent Drinks





Task

Scenario:

- Studies have shown that the lack of wellbeing at work has led to reductions in employee engagement, increasing absenteeism and thereby productivity.
- Wellbeing at work is therefore not only important for an employee's overall mental and physical health, it can also help to promote productivity, and can thereby increase the efficiency of a business

Your task:

- With falling employee engagement amongst the team, you are tasked with implementing one strategy to help improve employee engagement and productivity within the team. Answer the following:
- What is the strategy?
- Why has it been chosen?



Quiz

1. How many million days of sickness are lost in a year (in the UK)?
2. How many million days lost are due to minor illness?
3. How many million days lost are due to musculoskeletal problems?
4. How many million days lost are due stress, anxiety and depression?



Managing health at work for employers

In the UK, **131 million working days** are lost to sickness absence every year.
Main reasons for sickness absence:



**34.3 million
days lost**

Minor illnesses



**28.2
million
days lost**

Musculoskeletal
problems



**14.3 million
days lost**

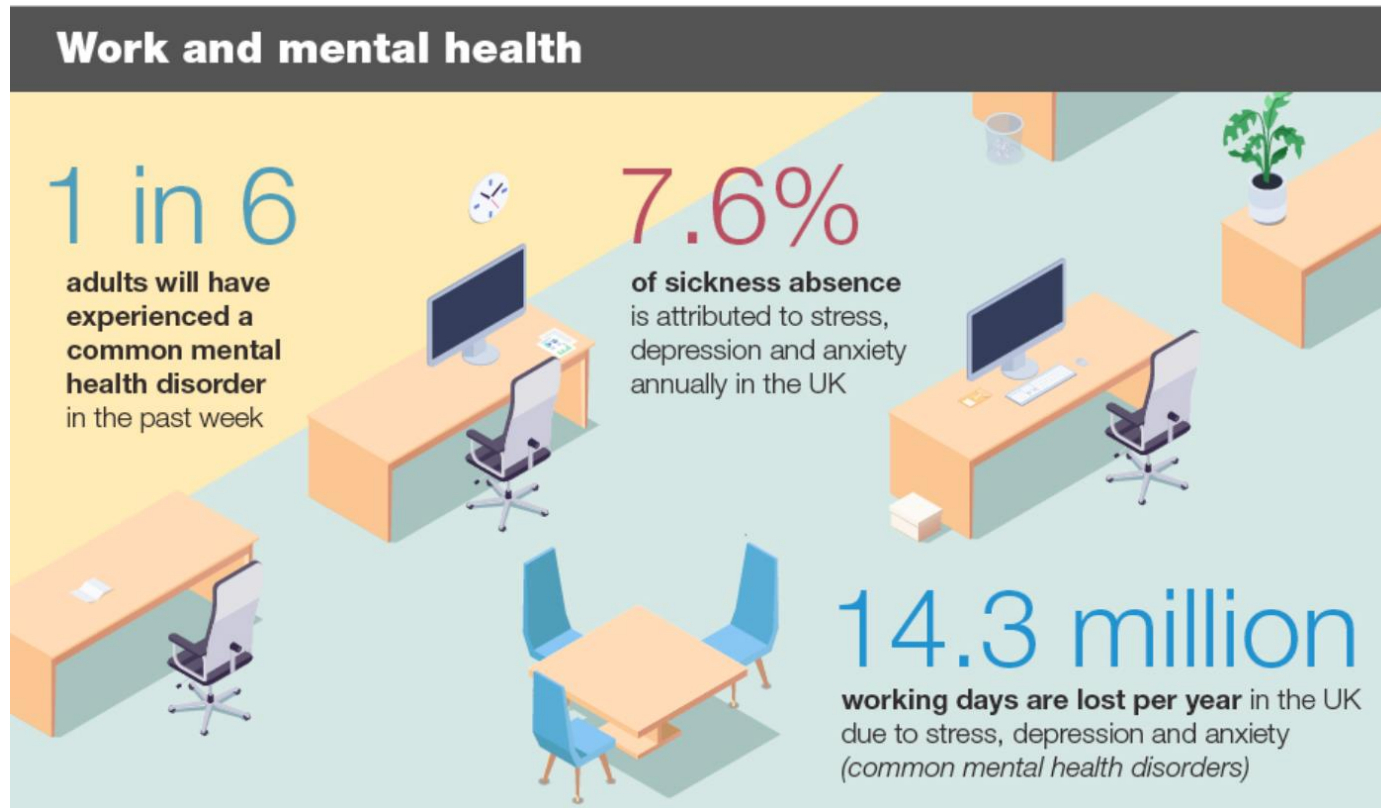
Stress, depression
and anxiety



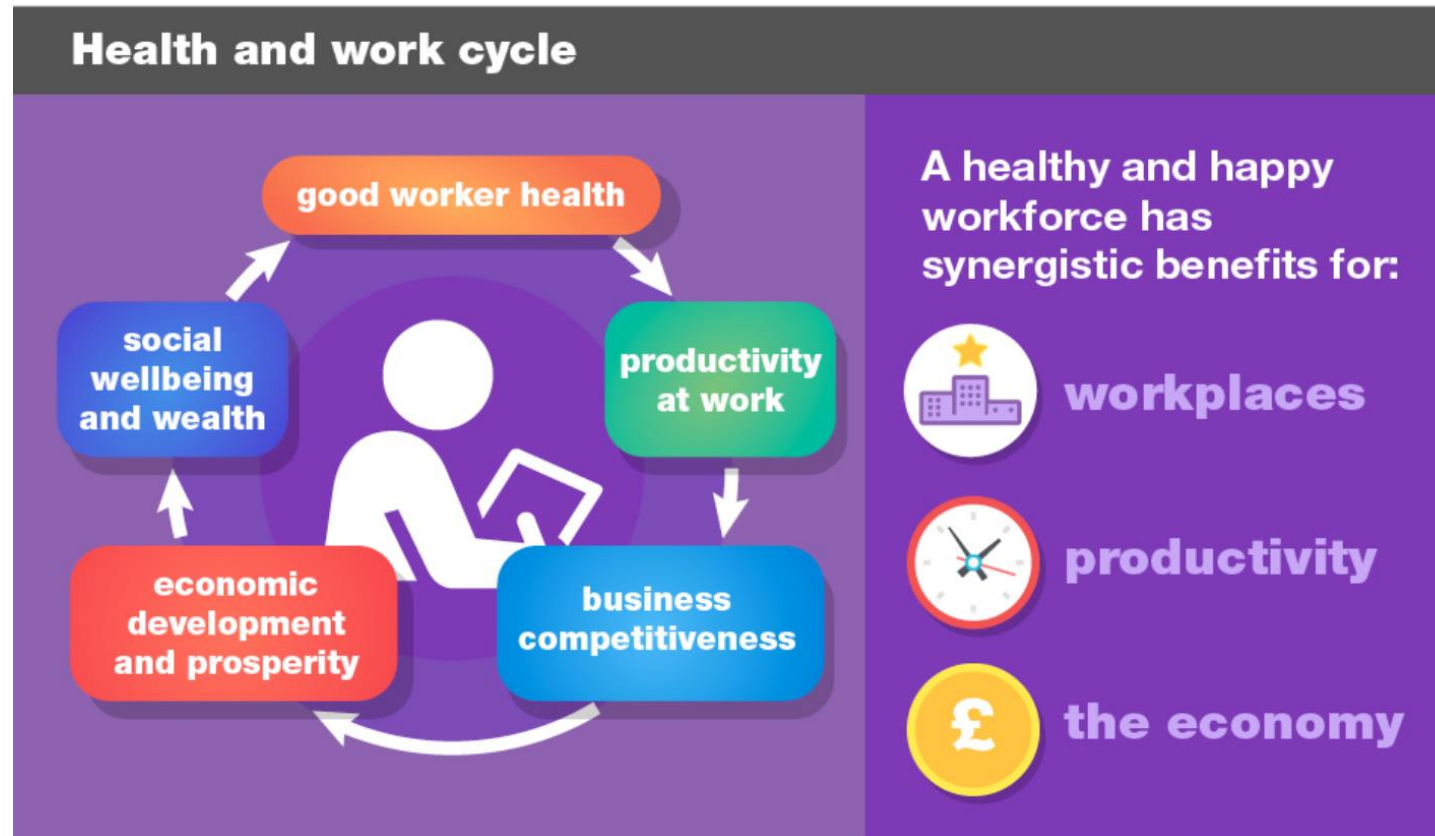
1 in 3

employees with a long-term health condition
have **not discussed it** with their employer

Work and Mental Health



Health and Work Cycle



Further Reading

- <https://www.hrmagazine.co.uk/content/features/is-engagement-fact-or-fiction>
- https://www.cipd.co.uk/Images/good-work-index-summary-report-2020-1_tcm18-79211.pdf
- U.S. Bureau of Labor Statistics, “Employment Projections, Civilian Labor Force, by Age, Sex, Race, and Ethnicity,” <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>, accessed February 13, 2021.
- Wong, et al. (2021) How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences, International Journal of Hospitality Management, Vol. 93, 2021, 102798, ISSN 0278-4319, <https://doi.org/10.1016/j.ijhm.2020.102798>.

Next Week

- Try to do the information search on the job advertisement. Collect some information on job specifications and job requirements in hotels.



dreamstime.com

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Today's Recap:

- What is Employee Engagement
- Maslow's Hierarchy of Needs
- Technology and HR
- Engagement and Wellbeing

Suggestions for this week:

- Log into Moodle and recap on the slides we went through today.
- Make a start on Assessment 1.
- Bring your CV's!
- Try to do the information search on the job advertisement. Collect some information on job specifications and job requirements in hotels.

Recap and Suggestions



- To understand what is recruitment
- Stages of recruitment
- How we recruit
- Selection Process

**Next Week
(Online delivery)**



I look forward to seeing
you next week.

If you have any questions
in the meantime, please
send an email from your
student account.

scott.james@uwtsd.ac.uk

