

Reneta Sevdalinova Chomezova

Student number:1914973

MANAGING PEOPLE

LSBB5004

ASSESSMENT 2

Table of Contents

INTRODUCTION 3

CONCEPT AND DRIVERS OF EMPLOYEE ENGAGEMENT IN NEXT PLC4

TOOLS TO MEASURE EMPLOYEE ENGAGEMENT 7

EMPLOYEE VALUE PROPOSITION 9

STRATEGIES USED BY NEXT PLC TO RAISE LEVEL OF ENGAGEMENT 11

CONCLUSION 12

REFERENCES 13

INTRODUCTION

Employee engagement is the kind of approach that is made by senior executives of the company to ensure that the employees are committed to the organization, passionate about their jobs, and making efforts to accomplish the assigned tasks (Ryba, 2021). This report will concept and drivers of employee engagement by focusing on the UK-based company named Next plc. The diagnostic tools that are used by the managers of the company to measure employee engagement will also be discussed. The employee value proposition will also be constructed including the strategies that are used to raise the level of engagement.

ABOUT NEXT PLC

Next plc is a British multinational company that provide its products and services in more than 50 countries. The company was founded in the year 1864 by Joseph Hepworth. Next plc has covered over 500 locations in different regions of the world and employed over 44,000 people. It has built a revenue of £3,284.1 million in the year 2021 while the area served by the company includes Europe, Asia, United Kingdom, and the Middle East (Wiedemann et al., 2020).



Figure 1: Logo of Next plc

(Source: Wiedemann et al., 2020)

CONCEPT AND DRIVERS OF EMPLOYEE ENGAGEMENT IN NEXT PLC

Learning and performance

The managers of Next plc assures that adequate opportunity is provided to the employees of the company. Also, Next plc believes that education and development are the two main drivers of employee engagement (Ryba, 2021). The HR managers conduct training sessions for the employees so that they can do their job with confidence. However, confusion and uncertainty lead to the weak performance of the employees. Through attending the trading sessions, employees can understand their value and work on improving their performance (Ryba, 2021).

In Next plc, innovation plays a crucial role in learning and performance. It is seen that the employees that are capable of performing well while working from home are more likely to take risks and voice opinions. The company introduced the culture of innovation and ideas through an employee app. The main purpose of this application is to capture ideas, post business challenges, and encourage peer-to-peer discussion (Ryba, 2021).

Rewards and benefits

The senior executives of Next plc focus on monitoring the performance of employees separately and providing the benefits to the best performers. They provide incentives to the employee to appreciate their constant efforts for the development of the company (Terry, 2021). Additionally, rewards and benefits help the company to improve the relationship between the employee and the employer. The employees of Next plc make efforts to perform much better after availing the benefits provided by the company. The managers of Next plc

use the automatic system to track the progress of the employees and keep the reward system consistent, clear, and transparent (Terry, 2021).

Collaboration

Next plc has created social spaces for the employees so that they can meet, chat, and share their knowledge. Collaborative working is considered the significant factor of employee engagement. It also helps to reduce miscommunication that leads to a decrease in the number of errors. Collaborative working helps the junior employees of Next plc to learn the techniques used by senior employees to improve their performance. It also allows the people of the company to share knowledge and experiences because of which the same mistakes are not repeated (Terry, 2021).

However, during remote work, the managers of Next plc use employee engagement software that allows every employee to contribute effortlessly. The software has a feature of a conversation module that allows the people of the company to chat, meet and, share ideas and knowledge. The managers of Next plc give proper response to the queries and opinions of the employees. This motivates employees to stay active on the employee engagement software (Terry, 2021).

Leadership

The leaders of Next plc show dynamic, strong, and engaging leadership to facilitate employee engagement throughout the organization. The leadership on employee engagement assist the leaders to manage the performance of the employees. Also, leadership is considered at the heart of employee engagement theory (Goestjahjanti et al., 2020). It is less effective when the employees are working from home. In this situation, the managers of Next plc use a strong employee listening strategy by offering the employees a two-way internal communication channel that helps the employees to deliver measurable targets and mutual goals (Goestjahjanti et al., 2020).

The leaders of Next plc never disrespect the employees with weak performance because employees might get demotivated and frustrated which will lead to poor work management. Instead of this, the leaders of the company create a strong team to increase the effectiveness of employee engagement (Goestjahjanti et al., 2020).

Recognition

Senior executives of Next plc always make efforts to create a positive culture of recognition by celebrating the success of employees publicly. They believe that the sense of powerlessness might lead to a lack of engagement. The recognition factor is given importance to create a real impact on the engagement levels of the employees. This results in a significant change to the attitude, motivation, and mood of the staff by making them feel appreciated and valued in their role (Ryba, 2021).

Next plc assures that the employees of the company are recognized in both remote work and office work. The best performers of the company are recognized because of the extra efforts they make to achieve the goals of the company and appreciated and the remaining people

get influenced by them (Ryba, 2021). There is an employee app that is used by the senior executives of the company to recognize the success of the employees. It allows the managers of the company to celebrate the success of the employees over the social spaces including teams and all the departments of the company (Ryba, 2021).

TOOLS TO MEASURE EMPLOYEE ENGAGEMENT

Employee surveys

The most used tool in Next plc to measure employee engagement is employee surveys. These surveys are conducted by the senior executives of the company to collect feedback regarding the attitudes and feelings of the employees (Liu, 2017). The organizers of Next plc use the technique of collecting the feedback anonymously to increase the effectiveness of the survey. This technique helps in increasing the rates of participation and allows the organizers to collect honest responses from the employees. These surveys assist Next plc to understand employees' passions, motivations, quality of work relationships and job satisfaction levels (Liu, 2017).

HR software

In Next plc, the surveys are conducted after every 6 months but sometimes the employee does not provide ongoing, real-time and honest feedback. Therefore, the company has started collecting feedbacks with the help of versatile software programs. This tool is beneficial for collecting feedbacks and measuring employee satisfaction as it allows the managers of Next plc to manage the employees and data by storing the survey results (Liu, 2017). Moreover, performance management software is significant for facilitating persistent conversations and feedback between the employees and the manager. Through this software, the managers ensure that everyone is on track and working together on the department, individual and company-wide goals (Liu, 2017).

Exit and stay interviews

The HR team of Next plc arrange the interviews for the employees who are planning to leave the organization. There could be various reasons to leave the organization such as not getting recognized, not being satisfied with the incentives, weak employee engagement and other reasons (Liu, 2017). The main purpose of arranging the interview is to determine the actual problem of the employees and try to modify the processes and systems that are creating problems. These interviews assist the HRs to identify the areas that should be worked on to improve employee engagement. However, stay interviews helps the managers to continue the existing processes (Liu, 2017).

Create small focus groups

Next plc is a very large organization so the managers can't conduct the one-to-one meeting with the employees. So, the managers of the company develop focus groups and take the interviews of the employees in the group. The members in the group can be of the same department or different departments (Liu, 2017). All the employees of the group are of the same category and the managers are prepared with 8-10 questions that can help understand

the attitudes of the employees. The results of these interviews help the managers of Next plc to improve employee engagement and thus the overall productivity of the company (Liu, 2017).

EMPLOYEE VALUE PROPOSITION

An EVP (Employee Value Proposition) is considered as the most significant part of the recruitment process that allows the candidate to know that why should they work in the specific company. Also, it is a beneficial tool for retaining talent and the companies that have strong EVP search for higher retention rates among their employees.

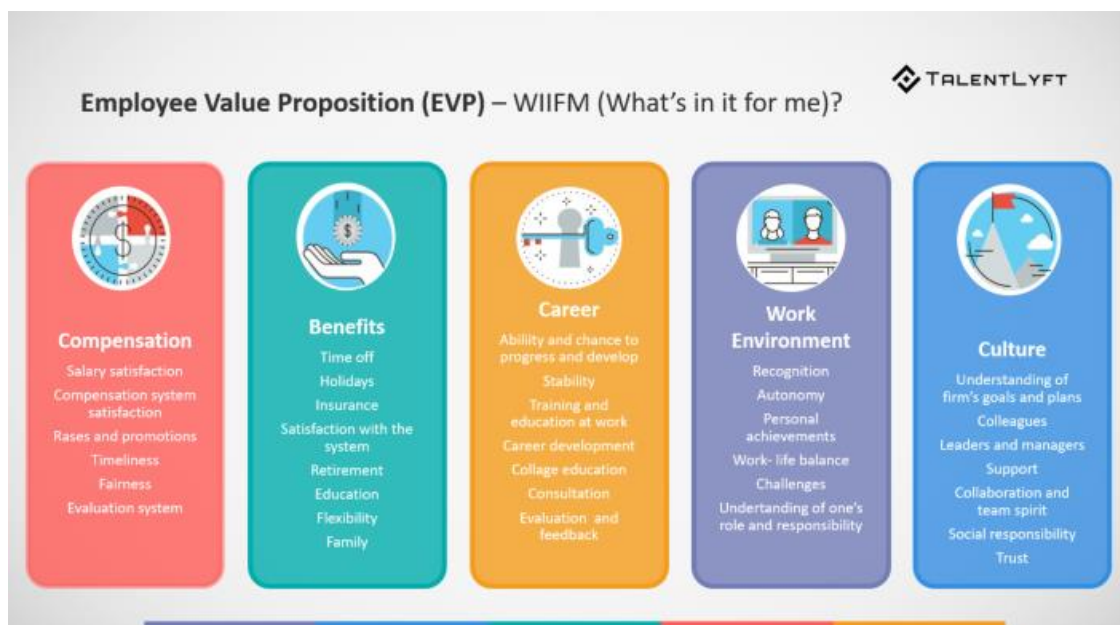


Figure 2: Employee value proposition

(Source: Wisniewski, 2018)

Compensation

Next plc provides a satisfactory salary to its employees to ensure that they can fulfil all their needs. Additionally, it provides extra benefits and incentives to the best performers of the company. The yearly increment is also provided to the workers to increase their chances of working in the company for the long term. The employees with good skills and talent are promoted to a higher position and the weak ones are provided training (Merhar, 2020).

Benefits

The working days of Next plc are 5 days so that employees can take 2 days gap and can work productively in working days. The company also arrange trips every 5 years for the people of the company. Additionally, it provides health insurance, childcare benefits, life insurance etc. Next plc provides insurance for the family members also to assure the safety of the family of the employee (Merhar, 2020).

Career

Next plc provides opportunities to the employees to develop their personal and professional skills through involving them in decision making. The company helps its employees in the development of careers by providing them promotions. The employees of Next plc are also allowed to raise their voice if somebody is performing wrong and illegal activity (Wisniewski, 2018).

Work environment

The most important factor that affects the performance of the employee is the working environment of the company. Managers of Next plc assure that their employees are provided with the best working environment. For this, they use the technique of recognition in which the best performers of the company are recognized and appreciated publicly. Additionally, the senior executives of the company help their juniors when they face any difficulties (Wisniewski, 2018).

Culture

The leaders of Next plc are responsible for creating a great working culture by conducting interviews, surveys, and workshops for the employees. The leaders of the company understand the goals and plans of the company and clear the vision in the mind of employees. Moreover, collaboration and teamwork also improve the working culture of the company as the employees are allowed to share their knowledge and experience with others, so the same mistakes are not repeated (Wisniewski, 2018).

STRATEGIES USED BY NEXT PLC TO RAISE LEVEL OF ENGAGEMENT

There are various strategies used by the HRs of Next plc that are given below:

- Next plc sets the goals for employee engagement and measure the improvement in engagement with the help of employee engagement software. These goals are set with the help of employee surveys (Osborne and Hammoud, 2017).
- Secondly, the company give voice to the employees and understand their attitudes. Based on this activity, the managers develop smart strategies to enhance employee engagement (Osborne and Hammoud, 2017).
- The leaders create a challenging atmosphere so that the employees start making efforts to achieve the targets on time and give better performance than others (Osborne and Hammoud, 2017).
- The most effective strategy of Next plc is reward innovation in which the managers of the company inspire the employees to create an innovative working environment. The people who bring innovations to the engagement are appreciated and rewarded by the managers (Osborne and Hammoud, 2017).

CONCLUSION

The report has explained that employee engagement is a very significant factor that can bring a positive change to the organization. Initially, the concept and drivers of employee engagement are discussed. Then, the tools that are used by the HRs of Next plc to measure employee engagement are examined. The employee value proposition of Next plc is also constructed. Lastly, the strategies are discussed that are used by the company to raise the level of employee engagement.

REFERENCES

Goestjahjanti, S.F., Novitasari, D., Hutagalung, D., Asbari, M. and Supono, J., 2020. Impact of Talent Management, Authentic Leadership and Employee Engagement on Job Satisfaction: Evidence From South East Asian Industries. *Journal of Critical Reviews*, 7(19), pp.67-88.

Liu Y., 2017. Think You're Dealing with Employee Disengagement? Here Are 5 Tools You Can Use to Evaluate Employee Engagement (Online available at <https://www.trinet.com/insights/think-youre-dealing-with-employee-disengagement-here-are-5-tools-you-can-use-to-evaluate-employee-engagement>) (Last accessed on 28 August 2021).

Merhar C., 2020. Examples of common small business employee benefits (Online available at <https://www.peoplekeep.com/blog/examples-of-common-small-business-employee-benefits>) (Last accessed on 28 August 2021).

Osborne, S. and Hammoud, M.S., 2017. Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), p.4.

Ryba K., 2021. What is Employee Engagement? What, Why, and How to Improve It (Online available at <https://www.quantumworkplace.com/future-of-work/what-is-employee-engagement-definition>) (Last accessed on 28 August 2021).

Terry M., 2021. 8 Drivers of Employee Engagement That Will Reach Your Remote Workers (Online available at <https://www.talkfreely.com/blog/drivers-of-employee-engagement>) (Last accessed on 28 August 2021).

Wiedemann, S.G., Biggs, L., Nebel, B., Bauch, K., Laitala, K., Klepp, I.G., Swan, P.G. and Watson, K., 2020. Environmental impacts associated with the production, use, and end-of-life of a woollen garment. *The International Journal of Life Cycle Assessment*, 25, pp.1486-1499.

Wisniewski M., 2018. How to Build a High-Performing Culture and a Strong EVP? (Online available at <https://www.linkedin.com/pulse/how-build-high-performing-culture-strong-evp-michal-wisniewski>) (Last accessed on 28 August 2021).