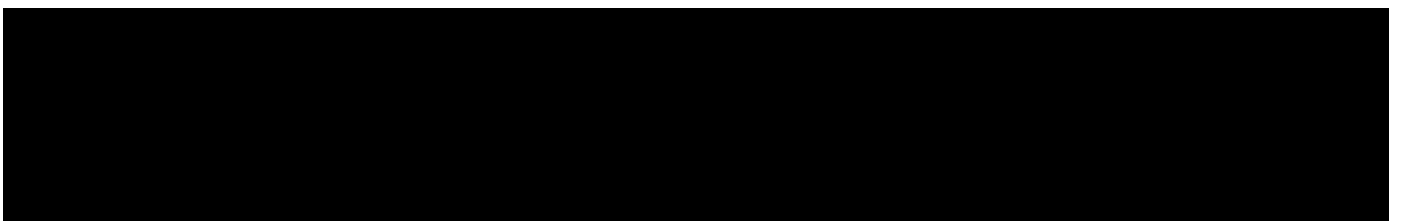


Report Part 1 (HRM)





Level 7

Human Resource Management

MBA

David Griffiths

18th January 2016

P115249

Report Part 1

Semester 1

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1. Executive Summary

The purpose of this report is to identify what needs to be introduced to improve organisation performance for Raspberry Pi, who are a non-profit organisation. Senior management believe greater employee engagement might be the best way forward. This report analyses employee engagement and employee involvement, distinguishing which concept might be the best option.

Relevant theories and models have been discussed in this report, highlighting which theories and models would be most effective when it comes to improving employee engagement and involvement. The report illustrates the advantages of engaging and involving staff and it looks at in what way Human Resources would be involved.

The research conducted in this report was secondary research, which included academic journals, reports, websites, Harvard Business Review articles and books.

2. Introduction

This report considers how a middle manager working in HR function, can improve employee engagement and employee involvement to help distinguish what path Raspberry Pi will need to take in order to improve the organisations performance. Keeping employees motivated and engaged can be difficult, but it is the key to having a successful organisation. (NCVO, 2009)

Middle managers are increasingly vital to an organization's success. According to the Harvard Business review (2015), approximately 67% of organisations realise they need to revamp their middle manager development programs. Middle managers play a vital role in the day to day decisions and play a considerable role in the pursuit of high performance. (Jensen & Smith, 2007)

2.1 Background

Raspberry Pi who are a rapidly expanding non-profit organisation made up of 100 members of staff, which the middle manager has to motivate, involve and engage. Retaining and recruiting volunteers is vital to Raspberry Pi, therefore volunteers should be of great importance. The company was designed to help children and adults develop their skills in computer programming and digital literacy. Their devices are very small, low cost, but powerful computers around the size of a business card. (Premier Farnell, 2015)

3 Analysis

3.1 Employee engagement and Employee Involvement

Greater employee engagement and involvement can be a vital methods of retaining staff, with focus on intrinsic motivational factors. (Sturman, 2011) To have a successful non-profit organisation, having volunteers who are intrinsically motivated can be very important. (Thompson, 2014) Motivating volunteers in a non-profit sector can be difficult, they are either driven by internal factors such as enjoyment or the challenge of the task or driven by external factors like rewards or competition, which represents intrinsic and extrinsic motivation. (Reinklou & Rosén, 2013) 3

Gibbons (2006) defines employee engagement as an emotional connection which an employee feels for his/her organisation. According to Konrad (2006) employee engagement was positively associated with performance in a variety of areas, including increased customer satisfaction, profitability, production and reduced employee turnover. 1 Employee engagement is now a high priority for most organisations in the private, public and non-profit sectors. Managers believe that engaged workers are more valuable as they outperform others by showing progressively more interest in their work and are willing to go that extra step for their employer. (Gatenby, et al., 2008) 5

Employee involvement means that every employee is regarded as a unique human being and each employee has an input in decisions which will help the organisation. It is the process for empowering employees to participate in managerial decision making. (Apostolou, 2000) Employee involvement gives employees confidence and

Citation Needed

involves them to gain their commitment to the organisational goals. (Beardwell & Holden, 2001)  6

According to Webster (2015) HRM regard employees as assets  which can be invested in through training and development. It can be debated that involving employees in decision making will only benefit the organisation as employees will feel more motivated and committed. Employee Involvement is an essential component in just about every description of high commitment HRM. (Marchington & Wilkinson, 2005)

High commitment HRM is the idea that a set of HR practices can lead to improved employee performance and organisational performance, through managing employee trust and giving them more responsibility. This can be related to employee involvement, where they are using their staff effectively and as assets. (Marchington & Wilkinson, 2005)  8

3.2 HR Business Partner model

There is a great need for Human Resources in organisations to perform better, putting great pressure on them  9. One way of helping an organisation is through introducing a HR Business partnering model, which can help towards finding ways to delivering better value to different areas of an organisation, including HR. (Ulrich & Brockbank, 2008)

This model could support Raspberry Pi achieve their organisation objectives. HR professionals work closely together, along with business leaders and/or line managers. If the business partner model was introduced it could help HR

professionals' development and give options on how to progress business partnering within an organisation/ 10

3.3 David Ulrich four role model/ Weak Transition

David Ulrich created a four role model which can potentially create value to an organisation. The model identifies four key roles HR professionals need in order for a business to operate successfully and competitively. (Requilman, 2013) The four parts to this model are:

- Strategic Partner
- Change Agent
- Employee Champion
- Administrative Expert

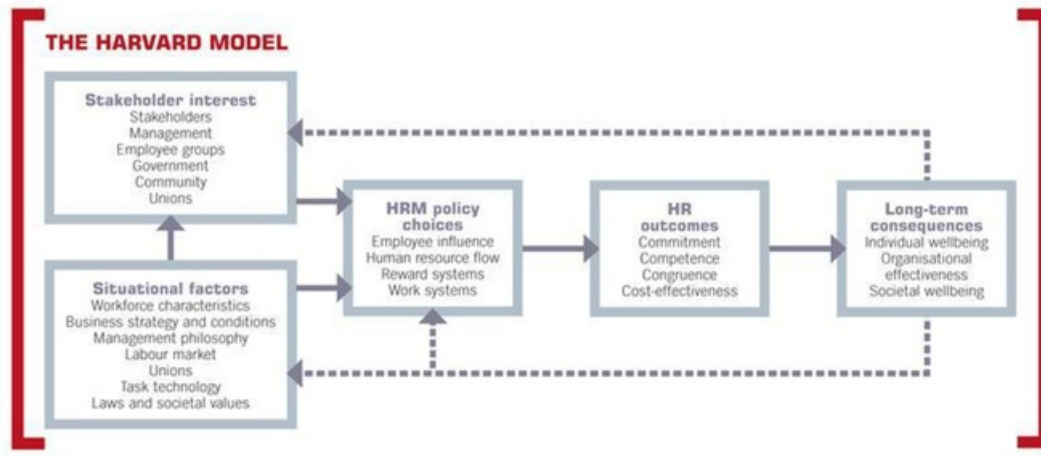
These four roles can support a middle manager in HR looking to involve and engage employee. All four roles can have a positive influence on HR if they are managed well and can help improve organisation, people and change related issues/ 11

3.4 Hard vs Soft HR/ Weak Transition

The Harvard model represents a soft approach to human resource management while the Michigan model is known for its hard approach, looking at financial outcomes. In the Harvard Model which is shown in figure 1, stakeholder interests

and situational factors can affect the HR policy choices of an organisation by shaping employee influence, human resource flow, reward systems as well as work systems.

Figure 1



(Boselie, 2015)

The Michigan model is associated as being Hard HRM, based on organisational structure, strategic control and systems for managing employees. The Michigan approach is very much focused on short-term economic performance results such as labour efficiency, quality, sales, market development and profits. (Boselie, 2015)

Subsequently, after looking at the beer model and the Michigan model, the approach which seems more suitable for Raspberry Pi is the Harvard model as it is a softer approach. Managing staff using a softer approach, will give them the sense that they are not been constantly monitored and staff will feel like they have more of a role and responsibility within the organisation/ 12

Employee involvement can be seen as soft HRM, where they use the ideas of employees to their advantage and in turn securing their commitment. (Kular, et al., 2008) Many managers in organisations are still using the hard approach when it comes to managing HR. The hard approach is the stricter understanding and interpretation associated to minimizing costs. It is linked to low pay, minimal training, close supervision and monitoring. (Paulinus, 2014) While companies like Raspberry Pi may use a softer approach to managing their staff. Having a softer approach will encourage, motivate, engage staff. Having a soft approach means staff are led rather than managed. (Khan, 2013)

13

3.5 Motivational Theories

Weak Transition

The motivational theories which best relate to Raspberry Pi are Maslow's Hierarchy of Needs theory and Herzberg's Two Factor Theory. These are more commonly known as need based theories. (Riley, 2005)

Maslow's Hierarchy of Needs

One of the most well-known models of motivation is Maslow's (1943) hierarchy of needs. He argued that people have specific needs which can be understood as a hierarchy of needs, incorporating basic needs and higher order needs. (Robinson, 2006) It is essential that staff working for Raspberry Pi have basic needs fulfilled in order for them to want to work and enjoy working for the organisations.

Appendix 1, demonstrates Maslow's Theory being applied to employee engagement. The basic needs which apply for Raspberry Pi are belonging, importance and even self-actualization for the staff who are keen to learn, develop and feel an important part of the company without the financial rewards. (Loyalty Works, 2015) As the organisation is made up of volunteers, they are will not be motivated through a salary. Employee involvement may give staff the feeling of importance and worth, which will mean they are more motivated and the company will benefit/ Citation Needed

Hertzberg's two- factor Theory

Hertzberg's theory of motivation was created to better understand what factors cause employees to be satisfied or dissatisfied, (shown in appendix 2). Without hygiene factors staff working for Raspberry Pi may become dissatisfied in work, however the presence of hygiene factors doesn't truly motivate staff. (Gearing, 2014) Employees are driven by what Herzberg has identified as motivation factors, which gives employees a more in depth sense of achievement and award. As Raspberry Pi are a non- profit organisation, staff will not be motivated through money, so it is vital to keep engaged through other ways like recognition.

This theory can benefit a middle manager who is looking to increase job satisfactions and performance of employees, by addressing the factors that affect one's job satisfaction. The best approach would be to work on the intrinsic, job content factors,

which provide employee encouragement and recognition so they feel more valued within the organisation. If employees feel recognition, value and a sense of achievement they will be more engaged in their work. The more involved staff are in decisions making and delegating them tasks, will help employees to feel more responsibility, resulting in higher motivation. (Riley, 2005) 14

3.6 Congruence Model

The Congruence model is model based on organisational performance being delivered from four key elements: culture, structure, people, work. The better the congruence and the more compatible they are, the greater the organisational performance. The congruence model illustrates that it is not just about having capable workers, their intelligence will not shine through if they do not fit with the organisations culture. (Mind Tools , 2015) 15

Skilled staff working for raspberry Pi, who do not believe in the organisations values will not be used effectively and their skills will be wasted. This model can be used to improve organisational performance by creating congruency, meaning staff will be more engaged and satisfied in work.

3.7 Advantages of employee engagement

Advantages engaged employee behaviour would have on Raspberry Pi:

- Constantly high levels of performance.
- Showing innovation and a drive for excellence.

- Showing clear understanding of their roles within your organisation.
- Commitment to their job.
- High levels of energy and enthusiasm.

(Clapon, 2014)

Shown in appendix 3, is a table created by Deloitte University (2015), which shows 5 elements that drive employee engagement. These are meaningful work, hands-on management, positive working environment, development opportunities and trusting management. If these five elements of fulfilled employee engagement will increase, creating an improved value for the organisation. (Bersin, 2015)

3.8 Problems which may arise?

Kular (2008) conducted a survey and found out that employees are more engaged when they first started employment. This is a challenge for a middle manager working within HR to try and keep employees motivated and engaged. Trying to motivate generation X and Z can be a challenge as they have to be motivated in different ways in order to be engaged. Preparing for future generation (Gen Y) who will be part of the organisation in the future is important, that's why the organisation needs to stay agile and flexible.

3.9 How will HR be involved

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HR are able to add value by cultivating employees to fit in with the organisation culture. Recruiting the right staff will create an initial compatibility between the employee and the organisation. Hiring the correct staff to line with the organisation's culture is vital. It is HR's role to make sure staff are happy and don't have any problems. Ensuring employees know what the organisation stands for, making it easier for staff to understand their role within the organisation.

Citation Needed

2 Conclusion

In conclusion, this report analyses the concepts of employee engagement and employee involvement and distinguished their advantages. The concept which seemed more suitable for enhancing morale and organisational performance was employee engagement. Employees who are engaged and motivated will perform better, in turn adding value and increasing organisational performance.

Due to Raspberry Pi being a non-profit organisation, involving employees would have only been possible to a certain extent. Staff who are volunteering their time, may not have any expertise in software and involving them may be problematic. Recruiting and engaging staff is increasing important for Raspberry Pi and the models discussed in this report can give the organisations different approaches to better employee engagement.

After analysing a number of different theories, Harvard model which represents a softer approach to HRM seems to be the theory that can improve employee engagement the best. Even though Raspberry Pi is a non-profit organisation, volunteers still need a good work-life balance in order to have better employee engagement. If staff are over worked and do not feel appreciated, they will lack motivation which will have an effect on the organisations performance. (LAZĂR, 2010)

5 Recommendations 20

1) High Involvement Training Programmes (Continuous Learning)

Raspberry Pi could develop training programmes for staff which will give them the ability to be more involved in the organisation as well as developing significant skills. As Raspberry Pi is a non-profit organisation, staff will not be getting any financial rewards or incentives out of working, which means motivating staff can be difficult. These high involvement training programmes will be created for current and future skills, technical and interactive skills, new hire and experienced staff. Trying to develop a coherent set of high involvement programmes, that will be consistent across Raspberry Pi and strengthen each other will be a challenge. HR will need to be involved to be able create these programmes and have them running successfully. (Konrad, 2006)

Sometimes to boost employee morale and performance, support from managers with continuous learning will be effective. Taking time and showing interest in employees will give them a sense of belonging in the organisation. (Silberman, 2013)

2) Implement tools and methods

Raspberry Pi need tools and methods in place to be able to capture employee feedback, so that they can continuously develop management practices and the working environment for staff. Some of the tools which need to be implemented are employee feedback systems as well as data analysis systems. The systems will help to predict factors that create low engagement and retention problems. If they are able to identify his problems, employee retention and engagement will be better. (Bersin, 2015)

3) Develop an effective communication strategy (Improve Transparency)

The strategic plan will aim to improve employee engagement through communication. Improving transparency can lead to improved engagement and organisational performance. To improve internal transparency, it all depends on the size, culture, nature and how complexed your organisation is. Listed below are 5 steps which Raspberry Pi could implement in order to have an improved organisational culture as well as a better internal transparency. (Levitt, 2015)

- 1) Communicate the company's beliefs, intentions and mission to staff.
- 2) Do not over complicate situation and bombard staff with too much information.

- 3) Explain important information in an easy format for staff to understand so it's not too complexed.
- 4) Engage staff by giving them the sense of responsibility by giving them dependable communication.
- 5) It is key to encourage staff to staff to ask questions if they are unsure of anything as it will value the organisation.

(Levitt, 2015)

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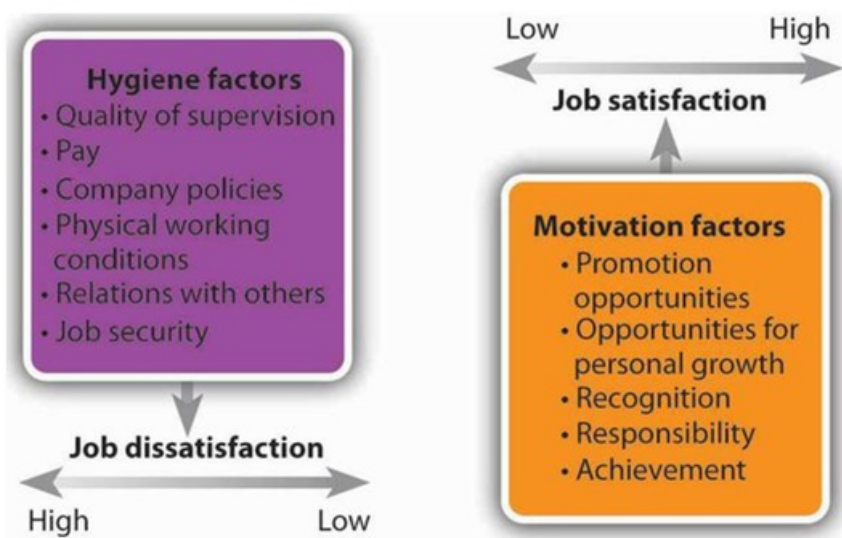
2. Appendix

Appendix 1



(Smith, 2014)

Appendix 2



Appendix 3

Figure 1. The simply irresistible organization®

What we have learned: Five elements drive engagement



Graphic: Deloitte University Press | DUPress.com

The Roles of HR

Ulrich's Four-Role Model



The Roles of HR

Ulrich's Four-Role Model



pendix 4

Report Part 1 (HRM)

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

66/100

PAGE 1

PAGE 2

PAGE 3

PAGE 4



Comment 1

reference the author here



Comment 2

I like your use of data, it emphasises a point, while also demonstrating at an early stage in the report that you are interested in analysis.

PAGE 5



Comment 3

Good links here - building evidence of engagement with literature and knowledge and understanding.



Comment 4

Reflect back on your introduction of data earlier - could you have provided a deeper analysis here by taking the same approach? As a reader, I am left to wonder how positively EE impacted performance, whereas data would have clarified/illustrated it for me.



Comment 5

being picky, I know, but be careful when using old literature (7 years old) to make an assertion about the present - e.g. "Employee engagement is NOW a high priority..."



Citation Needed

Cite Source:

Please use the link below to find links to information regarding specific citation styles:



Comment 6

Okay, agreed, but how does this link to challenges within the third sector? By exploring such links you could have improved your mark in relation to analysis and, depending how you frame your argument, reflections on practice.



Comment 7

I'm not really understanding the argument here, is this a problem???



Comment 8

I understand what you are trying to achieve here. However, from a marking perspective, these are broad statements that need to be unpacked in order to develop the reader's understanding of core concepts. In doing this you also develop your grade by demonstrating enhanced knowledge and understanding of concepts, as well as analysis and reflections on practice. This is the challenge for the p/g academic researcher, the balance between breadth/depth in assignment writing.



Comment 9

This is a good example of a vague statement. While you are certainly developing a cogent argument, I was hoping that you would have discussed key issues outlined in the assignment workshops - for example the challenges facing a third sector organisation, operating under VUCA conditions in a talent-led knowledge economy. Such a discussion would have led you to introduce the situational factors/stakeholder needs (use of Harvard Model) that inform HR policy/practice, as well as organisational outcomes/value/sustainability/resilience. Such a discussion, or aspects of such a discussion, would have evidence research, knowledge and understanding of concepts, analysis and practical application.



Comment 10

Okay, but could you have linked this to the EE/EI, as the core focus of this assignment?



Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.



Comment 11

The problem with this section is that it has become overly descriptive. Could you have engaged in more critical analysis, via discussion the forged links to the context of the case organisation? In doing so you could have improved your grade in the areas of knowledge and understanding of concepts and analysis.



Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.

PAGE 8



Comment 12

The nub of your argument is evident. However, it is a little superficial and your overall narrative is drifting and becoming vague - this is being brought about via broad references to core concepts without adequate consideration for their place in practice within the context of the case organisation.

PAGE 9



Comment 13

Okay, but could you bring the discussion back to EE/EI?

QM

Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.

PAGE 10

QM

Citation Needed

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PAGE 11



Comment 14

██████ you certainly have a grasp of the core HRM concepts from the module and I can easily evidence your engagement with literature. I am taking into account that this is one of your first assignments at p/g level and these comments are aimed at developing your performance. This said, your work is overly descriptive, in that you are perhaps too eager to discuss concepts, without relating them to the context within which they are to be applied. When this happens, the argument begins to lack critical insight (analysis) and it also becomes difficult to evidence your deeper knowledge and understanding of the concepts. Having seen your ability in the face-to-face sessions during this module, I have no doubt that this is an area you can improve upon for future assignments.



Comment 15

A diagram would have been useful here.



Comment 16

Noted.



Comment 17

Again hat does this mean? I encourage you to utilise quantitative data to emphasise your point and strengthen your argument.



Comment 18

See my previous comments on broad statements.



Comment 19

Could you have linked to your previous discussion on HR models?



Citation Needed

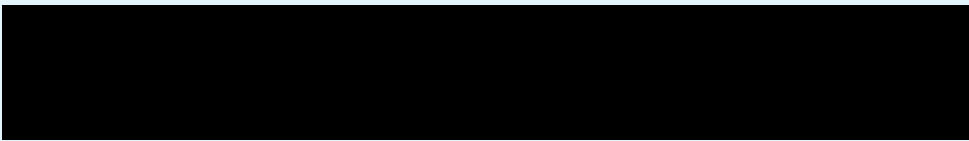
Cite Source:

Please use the link below to find links to information regarding specific citation styles:
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Comment 20

Your recommendations are, in the main, logical and appropriate. However, I would recommend that you use the knowledge base that you create in the previous sections to support your recommended actions. In other words, you have developed a discussion (evidence), now pull that discussion through (use the references - signpost back to your literature/analysis) to justify the recommendations you are putting forward. This develops a more cogent argument and would improve your grade in the areas of analysis and contribution to practice.


66
1

Research-informed Literature (25%) Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.



There is good evidence for engagement with core/extended literature from the module. You have engaged with academic referencing conventions, though I do not issues relating to missing citations at times. The research engagement is a particular strength of this report, which is reflected in the mark for this section.

19**2**

Knowledge and Understanding of Subject (25%) Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



Where research engagement was a strength, your development of knowledge and understanding was not as strong. This was brought about by broad statements that were often ambiguous. See my comments form p. 6: This is a good example of a vague statement. While you are certainly developing a cogent argument, I was hoping that you would have

15

developed issues outlined in the assignment workshops - for example the challenges facing a third sector organisation, operating under VUCA conditions in a talent-led knowledge economy. Such a discussion would have led you to introduce the situational factors/stakeholder needs (use of Harvard Model) that inform HR policy/practice, as well as organisational outcomes/value/sustainability/resilience. Such a discussion, or aspects of such a discussion, would have evidence research, knowledge and understanding of concepts, analysis and practical application.

3

Analysis (20%) Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence



Analysis, again is an area that could be improved upon. The problems arise from an overly descriptive report, where critical reflection/context for application is often omitted. See my comments from p. 11: Leif, you certainly have a grasp of the core HRM concepts from the module and I can easily evidence your engagement with literature. I am taking into account that this is one of your first assignments at p/g level and these comments are aimed at developing your performance. This said, your work is overly descriptive, in that you are perhaps too eager to discuss concepts, without relating them to the context within which they are to be applied. When this happens, the argument begins to lack critical insight (analysis) and it also becomes difficult to evidence your deeper knowledge and

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understanding of the concepts. Having seen your ability in the face-to-face sessions during this module, I have no doubt that this is an area you can improve upon for future assignments.

4

Practical Application and Deployment (20%) Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



Reflections on practice is an area for improvement - I highly recommend you consider the use of case examples, related to the context for practice, in future assignments. This was noted in relation to the way in which you developed your conclusion/recommendations - See my comments from p. 14: Your recommendations are, in the main, logical and appropriate. However, I would recommend that you use the knowledge base that you created in the previous sections to support your recommended actions. In other words, you have developed a discussion (evidence), now pull that discussion through (use the references - signpost back to your literature/analysis) to justify the recommendations you are putting forward. This develops a more cogent argument and would improve your grade in the areas of analysis and contribution to practice.

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5

Skills for Professional Practice (10%) Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



This assignment is appropriate in tone, length and presentation. I do not issues with coherence at weak transitions at times.

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