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Managing People

Employee Engagement

Executive Summary

Employees are considered the primary asset of the organisation. The performance of the organisation depends on employee performance. The organisation must evaluate employee performance on a periodical basis. Engaging employee in the crucial activities of the business improves the confidence of employees, which leads to organisational success. This report entails the concept and drivers of employee engagement during COVID-19 and evaluates the diagnostic tools to measure the engagement. The report recommends that organisations assess employee performance based on their experience and engage them in organisational decision-making.

Table of Contents

Executive Summary	2
1 Introduction	4
2 The concept and drivers of employee engagement	4
2.1 Providing security and value for work:	4
2.2 Self-Reliance:	4
2.3 Appreciation and performance-based incentives:	5
2.4 Cooperation Connections:	5
2.5 Growth of the profession:.....	5
3 Evaluates Diagnostic Tools to Measure the Engagement:	5
3.1 Pulse Surveys:	6
3.2 1-On-1s:.....	6
3.3 Exit and Stay interviews:.....	6
3.4 eNPS:.....	6
4 Employee Value Proposition	6
5 Strategies to Raise Levels of Engagement	7
5.1 Calling for Reviews.....	8
5.2 Empowering the staff members.....	8
5.3 Personal Development to rising Skills	8
6 Conclusion	8
References	10

Managing People Assessment 2

1 Introduction

For any company to make sustainable progress long-term, hiring talented individuals in their respective fields is the key to such sustainable growth. Therefore, the firm has made a shift, became a strategic partner, and implemented adequate employee engagement. There was also an attempt to shift from transactional to the strategic approach in which its primary manager has to become a leading aspect of the board of executives (Hannes et al., 2018). It is to note that while the company does understand the significance of motivating employees to perform better, a less understood factor is that the workers only truly engage themselves if they feel the tasks they are performing are bigger in attribute than themselves.

2 The concept and drivers of employee engagement

One of the main principles behind employee motivation is for the inspiration to be long-lasting; it is essential to engage them in more critical duties like taking part and giving their opinions in the firm's decision-making. Furthermore, a productive environment and supportive culture are crucial (Murali & Chemuturi, 2020). A supportive and constructive atmosphere creates a sense of belonging to the workers and motivates them to contribute to achieving its corporate objectives. It is to note that if the atmosphere is maintained sufficiently, it can immensely increase the organisation's success.

2.1 Providing security and value for work:

An authentic influencer when it comes to a worker's commitment and loyalty to the firm is if they feel a sense of belonging to the organisation and whether the managers are concerned about their workers' emotional and physical well-being. The loyalty factor is dependent on a firm's reward policy and social protection. For example, if a worker has the anxiety of their job being lost, the performance will be negatively affected. However, if there is no fear of losing the job, this could make the employee lose motivation and go into a comfort zone, lagging the organisation's productivity (Hao & Li, 2019). The ideal situation is where there is enough ambiguity in regards to job security that motivates them to achieve milestones and at the same time not too much that causes distrust and or anxiety.

2.2 Self-Reliance:

The workers and employees should be encouraged to perform their best, and while doing so, develop self-judgment and autonomy where they make their own decision on how to complete

a particular job. This way, the creative freedom of achieving objects can increase employee motivation and boost productivity (Levent et al., 2019).

Skills:

One of the drivers that managers and strategic departments often overlook is an employee's mental and physical well-being. Therefore, the managers and supervisors are to spread positivity and guide the workers to access and understand the tools and methods needed to be efficient.

2.3 Appreciation and performance-based incentives:

To increase the involvement of workers and employees, it is of utmost necessity to offer financial incentives like higher wages, vacation packages, and such so that the individuals perform tasks with a sense of responsibility and reach the thresholds of productivity. The incentives factors connected with performance and commitment also influence the quality of work and ensure the tasks are completed on a timely basis (Kinley & Chhetri, 2021).

2.4 Cooperation Connections:

When there is healthy cooperation among a team leader and its members, it also influences employee performance. For example, clear and healthy communications could imply that the organisation's knowledge management is being effectively distributed. The cooperation and communication ensure that the inexperienced employees learn and exchange opinions and knowledge with their team leaders. This way, the competency level of workers does not decline and instead is maintained.

2.5 Growth of the profession:

If there are no promotional schemes and opportunities in the organisation, this could severely demotivate and reduce employees' loyalty to their firm. The company's management and owners should have explicit promotional schemes that highlight a straightforward career path. If the workers know the growth potential and what is required to achieve them, it will meet the expectations (Warner, 2018).

3 Evaluates Diagnostic Tools to Measure the Engagement:

The performance of workers is needed to be measured when the drivers are implemented in the organisation. There are several methods an organisation opts for. It is to note that procedures are required to calculate an individual's commitment, the satisfaction that yields result in some quantifiable way. Such approaches are described below.

3.1 Pulse Surveys:

A pulse survey is a questionnaire that is conducted in an organisation at regular intervals. The main objective is to figure out how people of the firm feel about the firm in general. For example, how the workload was today, where any disruptions made the individual uncomfortable, and what will they change from five to ten (Kathryn & Boyd, 2018).

3.2 1-On-1s:

One other way of finding out how the organisation's workers feel about their job and to ensure employee job satisfaction, one-on-one interactions are ideal. In this setting, a senior in charge of the members give time to employees one-on-one daily. These interactions are held for workers to express their opinions about tasks and anything work-related. Furthermore, to promote openness and honesty, these interactions are set in an informal format so that the workers can speak their minds.

3.3 Exit and Stay interviews:

These interviews are held in an organisation to acquire any feedback from workers regarding their work. It is to note that exit interviews are viral than stay interviews. One approach to such a measure would be to conduct interviews and interactions with happy and motivated workers and determine what drives them to stay motivated and committed to the organisation. Furthermore, to identify what provokes the workers to be engaged in the organisation or prevents them. It is to note that the exit interviews are a great way to determine what the organisation has done right and where it has made mistakes regarding employees and staff members.

3.4 eNPS:

This approach is considered one of the most reliable in gathering information about the drivers and how effective they are. There is a difference between an employee being satisfied at work and an employee being satisfied with the work conditions in the office. This could help the strategic managers be informed about any new product launch included in eNPS and the satisfaction from any new measures and policy changes.

4 Employee Value Proposition

An employee enjoys incentives for skills, knowledge, and expertise he carries into the organisation. The capabilities are considered as the asset or the EVP of an employee. The EVP describes the identity of a company. This comprises key causes like inspirational vision or distinguishing society and why people are inspired or proud. Integrated into facets of business, an employee's good value can help sustain leading performers from the best talent. Employee

appraisal is one practical approach that ensures employee retention and makes them feel important for the company (Christopher & Krishna, 2019). The EVS could give businesses a competitive edge while hiring new staff members. Considering the pandemic, the organisation should adopt some modern operating tools, and it is worried that the low participation degree of workers could influence firm viability. The company is now all set to think about the steps that sustain employee relationships and increase productivity:

Working from Home – This phrase gets more common during the pandemic that allows the staff members to get connected with the office through the online media channels and do their tasks from their homes. The firms having WFH policy encourage the staff members to operate in a flexible environment. This allows them to have a better work-life balance because they spend most of their time at home and can complete their task as soon as possible to spend maximum time with the family.

Restructuring jobs – The manager modifies the essence of the role job; this could be entailed as lateral deliberation that ensures that existing work specifications are updated to include certain activities carried out at the same level as another job. It keeps them engaged with the workplace and feels their work is interesting (William et al., 2019).

Making the workplace covid-19 safe could help keep the staff members motivated; many people got frightened from this disease; many of them left their workplace to be safe. In such conditions, if organisations make sure they are offering the best to the employees. Providing them with the PPE, keeping the place clean, sanitizing the materials/ equipment used daily, caring for the staff members, and ensuring their mental health is taken care of can help improve the satisfaction of staff members with the company. The more they are satisfied with the workplace, they will feel comfortable working at that organisation.

5 Strategies to Raise Levels of Engagement

When the organisation grows, a link binds the staff members; making such changes can have a diverse impact on the workplace. It could weaken the connection between each department of the company. Without having some dedicated communication team within the company, the HR team is more likely to ensure that everyone is aware of the changes made in the company. The remotely working groups encourage them to use selected and digital tools effectively. There should be some advanced technology involved in the company, making it easier to communicate with each other like Facebook Workplace, Slack, Microsoft, etc.

5.1 Calling for Reviews

Workers voice is one of the E4S's four enablers of commitment, and managers should seek feedback from the staff members. The staff members must participate in situations where they could improve the workplace environment. Technologies allow the staff members to gather and look for some effective feedback and make sure the decision made is an outcome of collective feedback. Involving technologies like social media to conduct online polls can make it easier for the management to collect information from the staff members (Schrita & Hammoud, 2017).

5.2 Empowering the staff members

In a crisis, an organisation needs to use effective models and strategies to deal with the situation. Some of the executives in this situation use micromanagement as teams are unwilling or incompetent to respond to the stressful timescales. Employee participation is threatened in this situation. However, involving staff members in this decision-making process and considering their ideas can help to create an environment where the staff feels valued. Managers who serve roadblocks to action can suppress the workflows, retention and recruitment could be impacted by that. The team should be motivated to be a part of the essential decision-procedures of the company.

5.3 Personal Development to rising Skills

This tool could help in engaging staff members by starting the development and improvement procedures. The manager should develop the development plan of each staff member or herself, and activity could be prompted by analyzing personal weaknesses and strengths. They should be asked to conduct a personal SWOT to understand their areas of improvement and what should be done to improve their skills. The personal development activities keep the staff members connected with the workplace and ensure they are paying enough attention to their growth that could create better opportunities for them at the workplace (Meliha, 2020). The personal development plan should focus on interpersonal skills or job-role-specific skills; this not only helps in individual growth but also improves the organisation's overall performance.

6 Conclusion

To conclude, every firm has one purpose: winning the best in the industry and talent by sustaining a competitive edge in the market. Employee valuation and strong proposition improve the morale, and people hired newly own the company and the company that owns them. The management needs to evaluate the employee benefits before hiring new employees.

This also involves the drivers and concepts that effectively engage employees. For performance analysis, the company has to include the diagnostic tools that can help in measuring engagement. However, these all are the measures that need for a perfect and robust employee proposition for the company.

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