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Moodle: Managing people

The impact of COVID-19 on employees and organizations with an
emphasis on employee engagement

Assessment 2

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Introduction

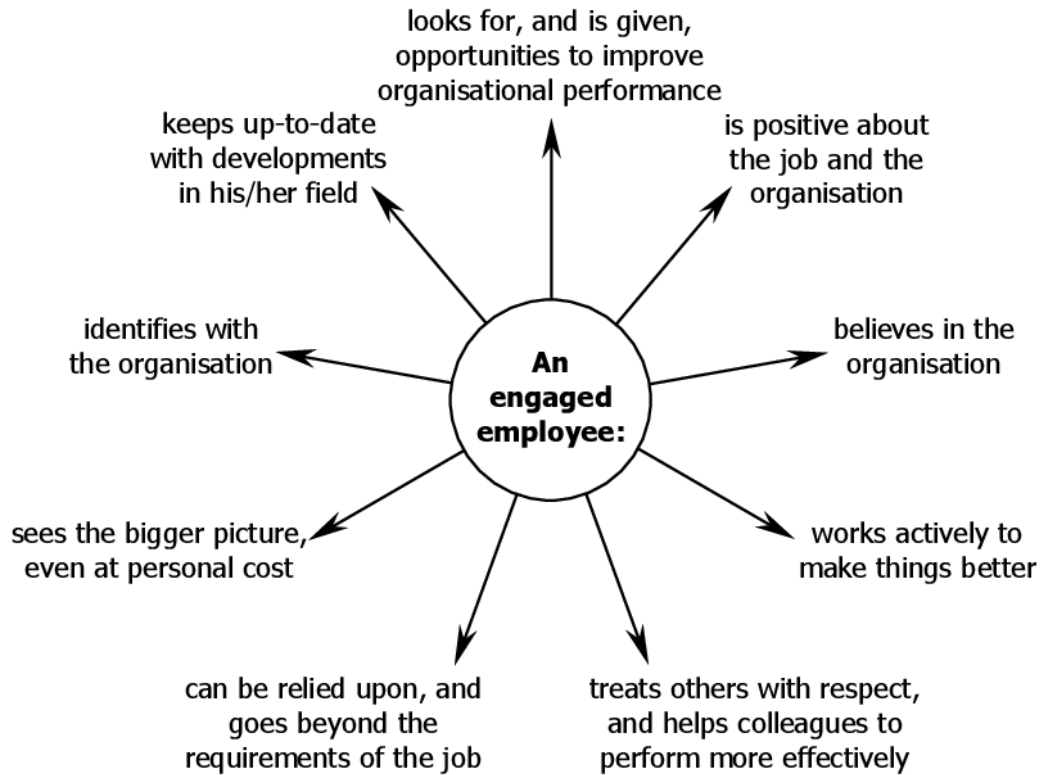
The report will present the changing context of landscape human resource management, the application of best practices, and some of the issues related to human resource management today. The common human resources policy determines how the organization fulfills its social responsibilities for its employees and determines its attitude towards them. Human resource Management (HRM) is defined as a set of decisions and actions related to the management of individuals throughout the life cycle of employees to maximize the effectiveness of employees and the organization (Bauer, T. et. al, 2020). Human resources policies determine how an organization is prepared to deal with key aspects of people governance. The aim is to ensure that human problems are solved consistently, following the values and principles of the organization. (Armstrong, M. & Taylor, 2013).

The impact of COVID-19 on employees and organizations with an emphasis on employee engagement

The labor market felt the strong impact of the COVID-19 pandemic. The consequences for many workers in many sectors were negative, causing psychological pressure and insecurity. Workers face various stressful situations during the COVID-19 period from increasing workload, as long as working hours and reduced rest periods to redundancies, leading to increased levels of job insecurity and economic losses. Behind the success of most companies are employees who share a common vision with the organization to achieve future goals (International Journal of Environment Research and Public Health, May 2021). The bond of employee-company engagement is important in any industry. Companies strive to find the right key drivers of employee engagement that will contribute to the well-being of businesses and employees. During the pandemic, the pattern of work in many companies changed, with some researchers theorizing that it increased engagement and a more efficient workflow, while others said there were many shortcomings in applying the respective models (Nisha Chanana, 2020).

Reviews the concept and drivers of employee engagement

Employee engagement can take many forms and contribute to the success of the organization, as engagement can be found as employee satisfaction with work, intention to stay in positions, high productivity, work, and customer satisfaction. Therefore, they must create and formulate good strategies for the engines of the employees involved and their retention. The research includes identifying areas that need improvement, and through direct or indirect influence will reflect on the level of commitment and positive organizational results (Manoj Mohanty & Choudhury, 2018). Engagement engines are relatively consistent over time, but recognition and willingness to do meaningful work (in line with the organization's mission) are cited as contributing to employee engagement more often now than in the past. (Phillips, P., et. al, 2016).



Source: IES, 2003

Fig.1: An engaged employee

The drivers of employee engagement, By D. Robinson, S. Perryman, S. Hayday, 2004, (Online), Available at: <<https://www.semanticscholar.org/paper/The-drivers-of-employee-engagement-Robinson-Perryman/2c52a37d22c34b5fa65cd05fba1e98486640cccb>>, (Accessed: August 08, 2021).

The priorities of most companies and human resources managers during the pandemic situation have changed, with their main focus being on employee engagement. The development of the world is dynamic and fast, with most companies striving to think two or three steps ahead in the future, applying effective models with innovative solutions to engage employees during this difficult period. Despite the different work models, companies have taken on the responsibility to engage and stimulate employees through many methods and approaches to achieve good results in their business employees to feel satisfied. Every company strives to overcome this difficult transition in the best possible way, avoiding stagnation and increasing the engagement of its employees through virtual training and development online, even by engaging their families. There are various

concepts and definitions of employee engagement, such as the approach taken by organizations to increase business success by improving the emotional state, well-being and productivity of employees or according to the CIPD (Gifford, 2019), they describe it as a two-way flow from which both the organization and the employees benefit. According to them: Employee engagement both unites and repackages older and established concepts, with the main emphasis on work motivation and organizational commitment (MBM, 2021). Innovation in the workforce can meet the challenges of the future, but before that the organization must understand the relationship between employee engagement and innovation. Implementing innovative solutions is a strategic approach by an organization is aimed at being competitive in the market in the future. Managers need to find the right way to foster workplace innovation, given the challenges they will face. The introduction of innovations in a company must be consistent with the involvement of workers and their qualifications and skills. Academic research expresses a clear link between high levels of employee engagement and the frequency with which they participate in innovation in the workplace (Mischa Kaplan, 2019).

Different approaches to motivating the work process that are effective for employee development can be applied, including team activities, webinars with industry professionals, team meetings during video conferences for lunch, short online games, virtual challenges and competitions, online courses, assessment sessions, communication exercises, live sessions for new skills, online counseling, recognition and recognition sessions, anxiety and stress webinars providing online guidelines for exercise and meditation, social interactions in a virtual office, digital classroom learning modules, e-learning modules and many other creative learning sessions. The activities that engaged the employees from home were useful and successful both for their development and for the organizations, despite the situation with COVID-19, thanks to the technology, there is a rational solution for the implementation of work processes and development of employees' skills as this commitment is motivating. despite the difficult and difficult period (Nisha Chananacorresponding & Sangeeta, 2020).

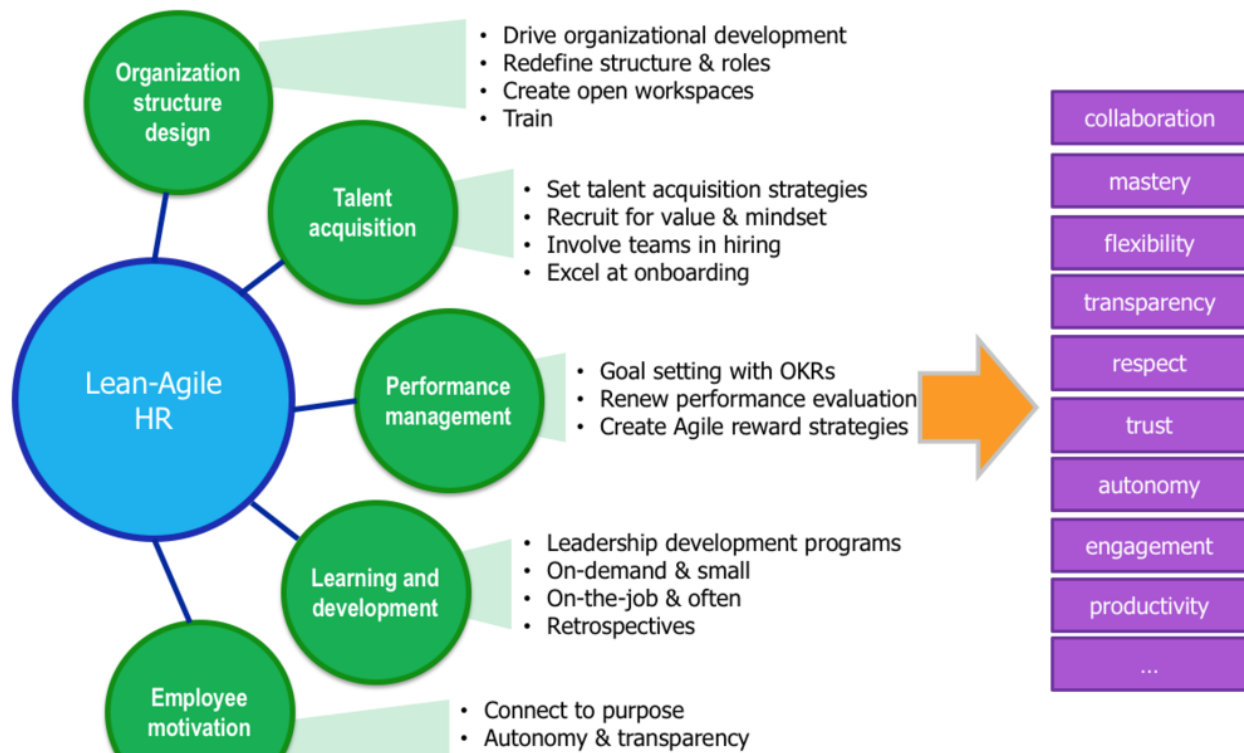


Fig.2: Lean-Angle HR

Enterprise Agile HR & People Management Transformation (video ecourse with certified PEOPLE AGILIST badge, (Online), Available at: <<https://agilexl.com/digital-enterprise-agility-training/agile-hr-people-culture-transformation-video-ecourse>>, (Accessed: August 09, 2021).

Fig. 1 explores the thinking and values of the company, through Lean-Agile HR, as well as the life cycle it goes through and the roles for active participation. Emphasis is placed on ways to update organizational design, corporate culture, organizational design, efficiency management, selection and hiring, training, career, office layout, etc., all of which will help create an overall flexible organization. The ultimate goal is the development of HR, maximizing the engagement of employees in an effective direction, applying good practices, and promoting the way of thinking and culture.

There are different types of engagement, which are emotional, cognitive, and physical. Emotional engagement is considered when the employee likes what he does and gives him pleasure, and this is their reward, in return for ensuring high efficiency and productivity of the company. Cognitive

commitment is focused on achieving the company's goals and the focus is on fulfilling its role because it satisfies it. Physical commitment is reported concerning how much physical and mental energy the employee puts into his work. Employees are on the principle that if they are satisfied with the conditions provided by the company, through commitment, they will give more than expected and the feedback will be successful for both parties (Elizabeth Harrin, 2021).

Evaluates diagnostic tools to measure engagement

Employee interest in research and studies is growing as it has aroused constant interest in many stakeholder groups, ranging from scientists to government politicians. In the last decade, special emphasis has been placed on the levels of engagement in and between organizations, measured, evaluated, and compared. Measuring the success of employee engagement demonstrates how employee engagement can be evaluated, including measuring impact and ROI. (Phillips, P., etc., 2016).

For example, the East Peoria-based distribution and logistics company United Facilities, Illinois, managed to operate during the coronavirus pandemic. The company respond adequately quickly and avoid the situation by taking measures and making changes to protect health and safety to serve them, which exceed 400 people of the staff, as introducing similar cleaning procedures, changing the work schedule, also increasing the flow of fresh air. The changes were adopted and introduced after discussions between company executives and managers about conducting interviews to measure and take into account the mood of workers and how these changes will affect them to feel more secure and comfortable when coming to work (D. Robinson, 2002).

The research in the company aims to measure the moods of employees and participants, and feedback from them is appropriate for the organization. The COVID-19 pandemic is affecting globally, reflecting the anxiety and dramatic changes of workers, including many employees who are starting to struggle at home. Employee engagement, which has seen steady results over the past 20 years, reached record highs of 40 percent during the pandemic (Kathryn Tyler, 2020). According to some researchers, the increase in engagement is the result of improved communication between employees and their managers. Human resources professionals must seek to find and implement changes that will lead to the well-being of organizations, through motivating methods and approaches to increase the productive workforce, receiving feedback from employees, including workers who work remotely online.

McKinsey surveyed of more than 800 employees in the United States, covering a variety of topics related to employee experience. The study found that employees who work remotely see more positive effects on their daily work and are also more engaged due to the flexibility offered by online work opportunities. (Jonathan Emmett, et. al, 2020).

As mentioned above in the report, the successful performance of the business is bound by the commitment of employees, as they are the "backbone of a good work environment". Engagement can have different effects, both positive and negative, on employee attitudes, absences, and turnover levels, all of which are linked to productivity. Companies apply different approaches to achieve results, they can be individual, group and organizational, and success is measured by the quality of customer experience. A large percentage of surveys show that organizations that have focused on having higher levels of engagement, respectively, are more likely to have lower employee turnover, also higher productivity, higher overall return on shareholders and better financial results. As a result of the Employment Research Institute, organizations that increase the engagement of their employees have increased their operating income by 19% and their earnings per share by 28% per year.

Measuring employee engagement and attitudes can be done in a variety of ways, the only one being to focus on groups when a small number of people are asked well structured questions, finding detailed answers from staff. The survey will aim to measure engagement by also prompting employees to look in-depth and think non-standard, and that their opinion and voice is important to the company will be positively taken into account, dividing their stability and that are feel valued. Conducting this survey in electronic form has advantages and disadvantages, as employees using electronic surveying may not clearly understand what the idea is and what the boundaries are, while in a face-to-face discussion they will not only consider completing the short answer form. , but will have the opportunity to think outside the zone and break down barriers, thus human resources specialists during the discussion will take into account not only the speech on the topic, but also facial expressions and gestures that reflect their emotional state. Applying such a method of the interview in the selection and recruitment of talent is appropriate if the first interview is conducted online in the form of a questionnaire, and the second after there is a certain number of admitted talents to be face to face, will increase finding the right employees. The purpose of the interview is to attract the candidate and to ensure that the necessary information has been obtained, and for

this purpose it is desirable to ask a number of open-ended questions that cannot be answered with "yes" or "no" and which encourage full answer (Armstrong, M. & Taylor, 2013).

Constructs an employee value proposition from the ideas and analysis previously covered, including strategies to raise levels of engagement

A large percentage of employee engagement research shows that increased levels of engagement lead to significantly lower staff turnover, as well as higher levels of productivity, and therefore to higher shareholder returns and better financial results. Performance management is a continuous process that has successive events and is updated with the development of productivity, the special focus is when key events create opportunities to demonstrate experience and contribute to the goals of the organization (Mone, E. & London, M., 2017). Vodafone employee engagement is defined as a “result” that is measured as a result of people’s commitment to something or someone in the business - the best effort made voluntarily (Suff, 2008). Johnson & Johnson defines employee engagement as “the degree to which employees are satisfied with their work, feel valued and cooperate, and trust each other. Engaged employees will stay in the company longer and will constantly find more intelligent and effective ways to add value to the organization. The result is a highly efficient company in which people thrive and productivity increases and is maintained (Catteuw et. al., 2007 p. 152 - Tanusree Chakraborty, 2019).

These definitions of companies consider commitment as a result, given by the employee. Their reference is linked to the employee's affection as well as her loyalty commitment to the organization. They know the value, time and resources they devote to employee engagement is an investment to find and develop talent. Most businesses have a view of commitment as a step towards motivation and satisfaction because when an employee feels valued and the company invests in it, he is satisfied and motivated to achieve more. HR strategic activities support the achievement of the organization’s goals and values by aligning HR strategies with business strategies. HR professionals are involved in the development and implementation of forward-looking HR strategies that are integrated (Armstrong, M. & Taylor, 2013). Employee engagement is critical to a business performance and a success factor on many levels, from executing business strategy to financial performance to worker productivity to the ability to create innovative products and services. (Phillips, P., etc., 2016).

Much of the academic research on engagement rediscover inspiration from the definition proposed by Cannes in 1990 (e.g. Rothbard, 2001). Cannes (1990), defining "mastering the members of the organization" when engaged, people work and express themselves physically, cognitively and emotionally during role-plays "(p. 694), (Sandeep Kular, 2008).

While other academic definitions focus more on engagement outcomes, almost in the same way as those offered by companies: "The main goal of the employee involved is to develop to meet the needs of the organization, also to take the initiative, proactive, reinforce and maintains the culture and values of the organization, shares the values of the organization, stays focused and vigilant and believes that it can change things (Macey, 2006 cited in Kaufman et al., 2007), (Gemma Robertson-Smith & Markwick, 2009). According to Levinson (2007a), satisfied employees are more likely to create loyal customers. When a company invests in employee engagement to develop new skills, then there is a return and productivity to meet customer needs and requirements (Right Management, 2006), (Gemma Robertson-Smith & Markwick, 2009).

The IES definition defines the commitment to a positive attitude, which is maintained by employees to organize and values. Engaged the employee is familiar with the business in detail to improve the workflow in favor of the organization. The relationship between the organization and employees is essential for the development and success of the business. Companies must commit to the development of their employees, such as nurture their level of commitment and maintain "healthy and loyal relationships" (D. Robinson, 2002).

According to NHS analysis and data, they show that experience and opinions from many aspects of working life are related to levels of engagement. The strongest driver of commitment is a sense of value and commitment. As a result of employee engagement comes down to a few key components, employees feel free to express their ideas and views, while managers value their worldview and value, and employees have confidence in the opportunities they are given to develop. Another important component is that they feel valued, as organizations pay special attention to the health of their employees and their well-being. The line manager has an essential role to play the sense of commitment and value of employees, which observation is compatible with IES research for many different approaches in areas of human practice and employment, all indicating a critical role between employee-manager (D. Robinson, 2002).

Employee value proposition helps the organizations to select and recruit professional staff who will share the vision of the organization and helps to achieve the goals. Employee value condition is a type of system that depends on various factors, such as support, value, recognition, which the employer provides to employees to achieve their highest potential in the workplace. Human resource management is the design of a formal system in an organization for human talent management to achieve the goals of the organization (Armstrong, M. & Taylor, 2013).

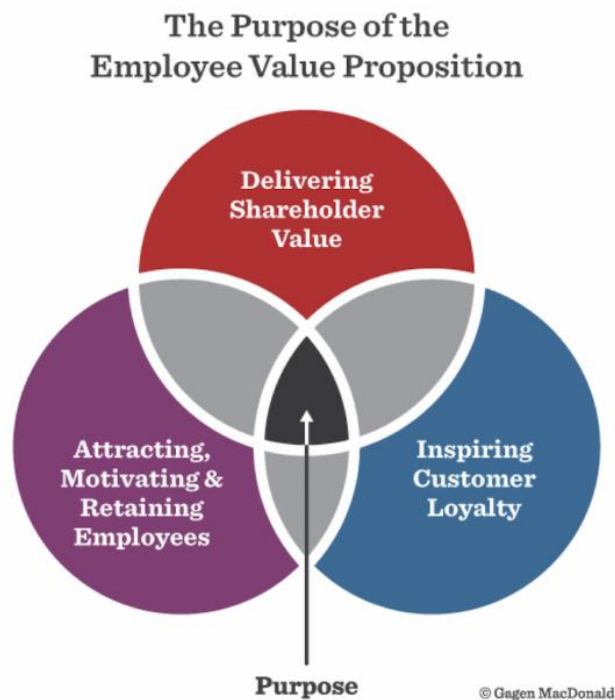


Fig.3: The purpose of the Employee Value Proposition

EVP volgens Gagen MacDonald Inge Beckers, Sep. 2020, (Online), Available at: <https://evpmaker.org/evp-volgens-gagen-macdonald/>, (Accessed: August 09, 2021).

Employers in most companies know that branding aims not only to be attractive to customers but to attract and retain the best talent that will contribute to the success of the organization and be competitive in the market by providing high quality. Marketing plays a significant role in attracting both customers and talent. Thanks to technology, the chances of finding a good job increase every day and in this line of thinking more and more employees can work remotely in higher-paid jobs,

which gives them the advantage of flexibility and work-life balance, as real examples. are during COVID-19, how many employees have switched to this way of working online.

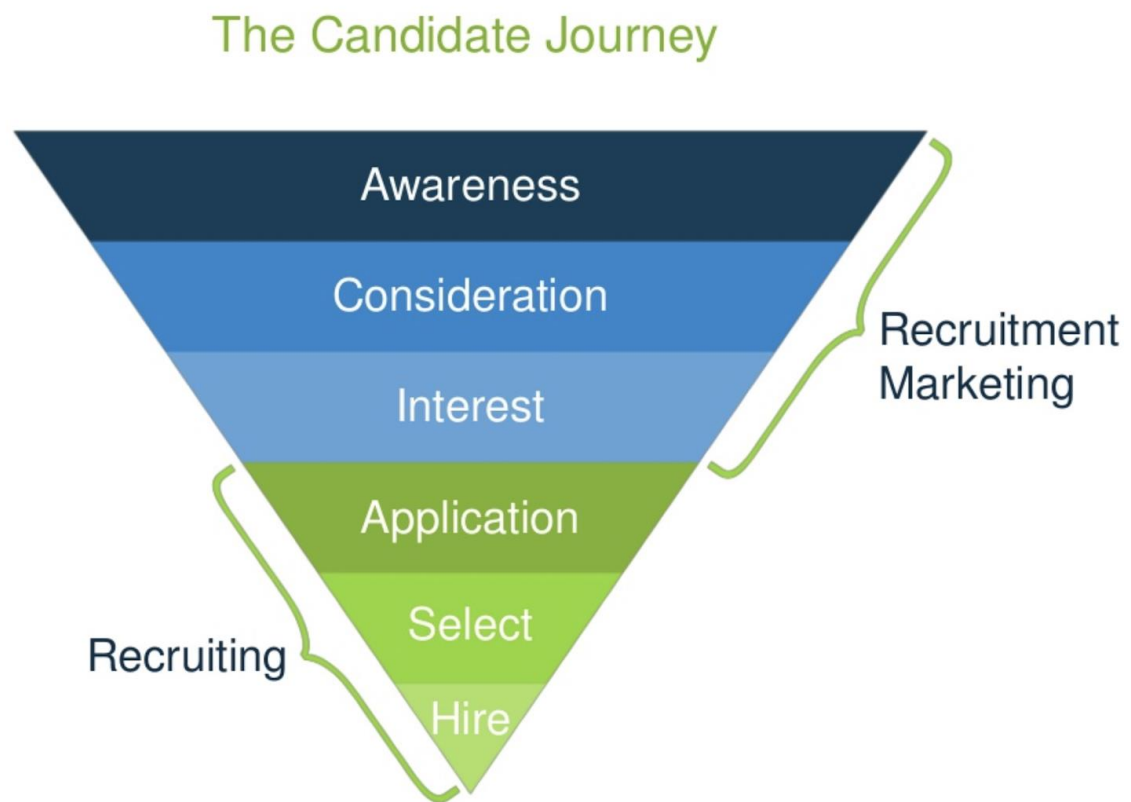


Fig.4: The candidate journey

A Modern Candidate Journey Definition and Why it Matters, Blog, customer experience / By Chris Rios, (Online), Available at: <<https://bluerocksearch.com/2018/07/05/candidate-journey-definition/>>, (Accessed: August 12, 2021).

The employee value proposition consists of several components, one of which is a financial reward, expressed as a salary, bonuses, etc. Remuneration motivates and satisfies employees, and they can be in various forms, such as payment according to the results achieved, according to their skills, payment of an hourly rate or percentage, payment for a completed task, etc. Companies understand the importance of employee satisfaction and apply remuneration strategies to both HRM and business. Each company is individual and can apply different schemes for remuneration, such as providing benefits that meet the requirements of an increasingly diverse workforce, price-quality ratio; and the creation of an employer brand. However, this individualistic approach to remuneration can be expensive and complex (Benders et al., 2006). The choice of benefits by the

employee means that they can find a balance between work and life more successfully (Bobby D., 2011). The companies reward the employees for acquiring and applying various skills and knowledge, which motivate them for a continuous process for their personal and professional development and striving for higher efficiency and productivity, as well as to achieve the company's goals. Their sense of value in the company to bring ideas, rediscover, design and create innovative products motivates them and encourages them to achieve the common goals of the company, as their individual and group performances are supported and encouraged by the company with an established organizational culture. The company can apply different types of remuneration management. Another component includes employment benefits, taking into account health insurance and pension benefits, as well as paid annual leave, sponsored celebrations, and holidays. The next component is a career, through the introduction of development training programs for technical, leadership and others sponsored courses, opportunities for professional development, as well as raising the job position, flexibility in changing for job opportunities in different areas or specific projects. In addition to another component is a work environment that can provide flexible working hours, as well as a balance between professional and personal life, workspace design, team building, easy and affordable communication systems. The last component is the company culture, which includes cooperation and trust, ensuring positive relationships in the hierarchy and between team members, bringing talents in parallel with the goals and vision of the company (Society of human resource management, 2018).

Conclusion

The report presented different concepts of what are the drivers of employee engagement, assessing and measuring employee engagement, using diagnostic tools, and applying ideas and analysis to build employee value, including strategies to increase engagement levels during pandemic and comparing what changes before and after this pandemic situation. The stage of the long stay of the employees in the homes was a challenge of the "workplace" for both the business and the employees. Many studies show that companies have responded flexibly and adequately despite the complications faced by the business, they have done a solid job, focusing on meeting the basic needs of their employees in terms of their health and safety, stability and security during the crisis.

The authenticity of leaders is important in terms of the impact of employee engagement to maintain the profitability of their companies. The relationship between leaders and employees is an essential element for employee engagement shown by the results of a survey (Osborn, S. & Hammoud, 2017). Organizations understand the importance of employee engagement and invest significant resources in measuring and improving employee engagement.

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