

Managing People

Assessment 2

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Introduction

Managing people is significant for every organisation as talented employees are often compared to assets. Employee engagement is a major part of people management which can either make or break a company (Patterson et al., 2017). In this assignment, various aspects of people management and employee engagement will be discussed in the context of Eddie Stobart which is a logistics provider, and they offer end-to-end supply chain transport as well as logistics throughout the UK and Europe. In the assignment, the concepts of employee engagement will be discussed along with various drivers of employee engagement. Various employee engagement measurement tools will be evaluated as well as an employee value proposition will be constructed for Eddie Stobart. At the very end, some strategies will be provided to increase the engagement of the employees.

The concepts and drivers of employee engagement

Employee engagement is a crucial thing for every organisation to become successful in the business and low employee engagement can have a significant impact on the viability of an organisation (Handa and Gulati, 2014). The concept and drivers of employee engagement are discussed in the section below,

The concepts of employee engagement

Engagement in general terms refers to the involvement, passion, commitment, enthusiasm, focused, dedication, and energy etc. The Merriam-Webster dictionary defines engagement similarly as emotional participation or devotion and being in gear. Academics around the world think of the engagement of the employees as a psychological state in which the employees of a company start to feel a strong interest in the success of the company as well as tend to perform to an extent which may exceed the specified job requirements (Little and Little, 2016). Three general behavioural patterns are regularly demonstrated by the employees who are engaged and devoted to the organisation. They consistently say positive things about their organisations to their colleagues, potential employees as well as to the customers. They hold a strong desire to be a part of the organisation even though they could find better opportunities to work somewhere else. The employees who are engaged also make every effort possible for the organisation. They exert extra time, initiative as well as effort to contribute towards the success of the organisation (Gruman and Saks, 2011). Engagement is a complete blend of job satisfaction of the employees, their commitment towards the organisation and the extra-role behaviour. It is the discretionary attempt and effort of the employees to go the extra mile and go way beyond their job description. More precisely, engagement is defined by energy, involvement as well as effectiveness, which are deemed to be the exact opposites of three burnout criteria such as, exhaustion, cynicism as well as lack of accomplishment. Which means is that burnout is inevitably low for employees who are relatively higher on engagement, and vice versa.

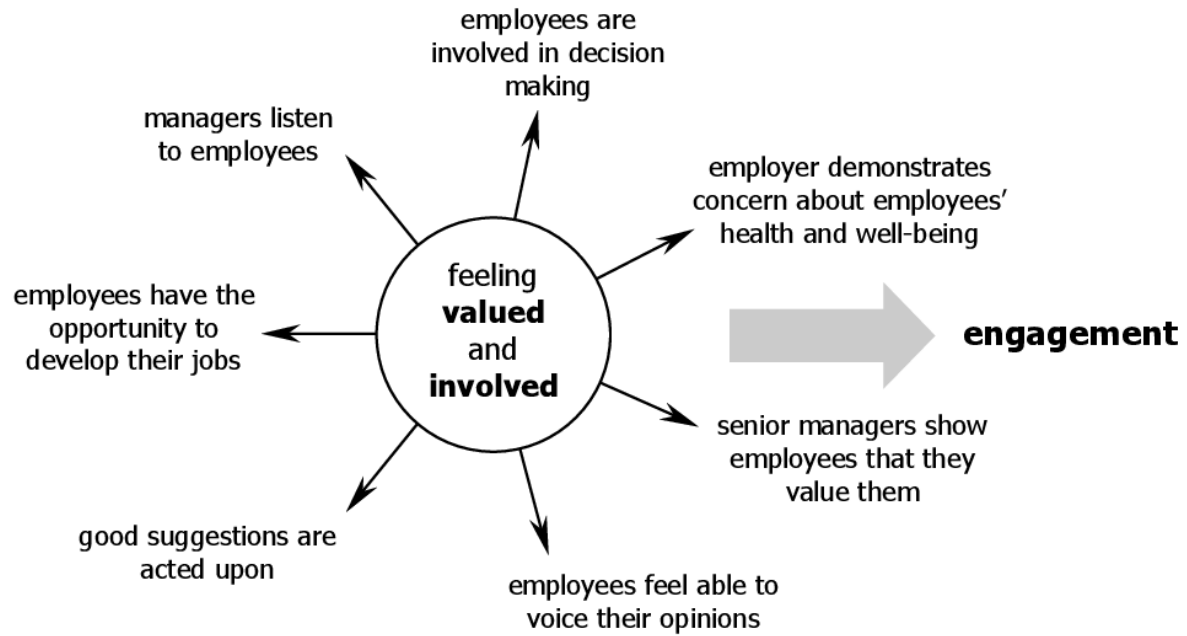


Figure: Employee Engagement Model (Gruman and Saks, 2011)

The drivers of employee engagement

There are some factors which influence employees to engage with the organisation and these are regarded as the employee engagement drivers. They are discussed below,

Feedback: Receiving appropriate and positive feedback helps workers understand if they are meeting expectations or not, where they have the most success as well as the way they can improve (Crawford et al., 2014). Constructive feedback from the managers of Eddie Stobart will not only impact engagement, but it can also improve the relationships between the employees and the managers.

Growth and Development: The managers of Eddie Stobart should provide adequate opportunities for growth and development to the employees. According to various reports, 42% of employees have claimed that learning, growth and development opportunities are a primary concern when choosing an organisation. Employees who are motivated to learn and improve their skills and qualities are more invested in their jobs because they are continually challenged by new materials, thereby enhancing their quality of work as well as increasing the organisation's performance.

Responsibility: Open positions in organisations are very often filled quickly with talented people. This plus the heavy workloads, as well as flat organisational structures increasingly prevalent in today's workplace, can contribute to an apparent lack of skill development as well as career development opportunities for the employees (Popli and Rizvi, 2016). By promoting empowerment as well as responsibility within the roles of the employees, the managers of Eddie Stobart can maintain and ensure the engagement of the employees.

Autonomy: This driver performs a notably significant role in encouraging employees to do their best. Having autonomy within the workplace means that workers are trusted and empowered to make decisions regarding their jobs. Individuals are much more likely to become engaged towards the organisation and its purpose if they are given the liberty to choose the way to spend their time and make decisions using their abilities.

Support and Coaching: Support and coaching pertain to providing employees with the tools, equipment and resources they might require to excel in their jobs (Pandita and Bedarkar, 2015). Whether it's providing opportunities for training to reinforce vulnerabilities, encouraging workers to undertake passion projects, or even simply giving time off to maintain the harmony between

work and life, it is indeed up to the management of Eddie Stobart to find out the way they can best help employees to excel as well as engage with their jobs.

Evaluation of diagnostic tools to measure the engagement

There are various tools which can help the managers of Eddie Stobart to measure the level of engagement of their employees. These tools are evaluated below,

Pulse Surveys: The most widely used method for obtaining feedback on employee attitude and feeling is surveys. The most successful surveys can be conducted and then sent anonymously, which can increase the response rate as well as encourages workers to respond more freely and honestly (Welbourne, 2016). Short and frequent surveys are a perfect way for the managers of Eddie Stobart to retain a steady pulse within the organisation. The process is easy and simple. They just need to find a platform where they can regularly ask anywhere the employees 5-10 questions regarding how employees are feeling and what are the things they would like to change. This will allow them to have a look in the minds of the employees and make adjustments to make sure the employees are engaged and motivated.

Exit interviews: It is just as important to ask the hard questions why employees especially key employees, choose to leave the company as it is to ask the appropriate questions through a well-designed survey (Spain and Groysberg, 2016). This feedback can help the managers of Eddie Stobart to identify the areas where they can make improvements to attract, select, engage and retain the talented employees. During the employee's final week on the job, several experts recommend taking an exit interview and a follow-up interview over the phone to find out the issues of the organisation and fix them.

Convening Focus Groups: It can help the managers of Eddie Stobart to give the employees a chance to speak out now and then. It will be helpful to know what they think about their jobs or the organisation. Before starting, the managers have to follow well-developed instructions set as well as make groups of 6 to 12 employees together to talk (Barbour and Schostak, 2015). According to CIO's senior managing editor, Rich Hein, focus group questions to measure employee engagement must focus on 12 important metrics to become effective. These include asking employees whether they feel that their work is beneficial to the success of the organisation as well as whether they have the equipment they require to accomplish their tasks effectively. Making focus groups and asking employees will help the managers of Eddie Stobart to learn the current progress of employee engagement and they can act on the problems immediately.

Tracking Productivity Metrics: This is often thought of as a general tool to be used for something that is as specific as to measure employee engagement, however, ultimately it is the metric which counts the most (Shuck, Reio Jr and Rocco, 2011). The benefit of tracking and calculating productivity is that it is scalable, so the managers of Eddie Stobart can look at individual employees, teams or even the whole organisation. A research was conducted by Aon Hewitt which is a provider of human capital as well as management consulting. It found that a 5% increase in employee engagement preceded a 3% increase in profits in the following year. The managers of Eddie Stobart look at the current performance of the company to find out the engagement stage of their employees.

Measuring retention rates: Employee engagement has a direct relationship with employee retention and thus measuring the retention rates of the employees will let the managers of Eddie Stobart view the whole arc of the engagement levels of the employees. This approach can provide them with an extensive perspective and offer insight into the gradual effect of the efforts that the managers may introduce to improve the employee engagement levels. Focusing on the retention rate of the employees will also help them to think more clearly regarding the engagement of the employees since the things that they do to improve the employee retention rate will also increase the employees' engagement level at the same time.

Employee value proposition

Employee Value Proposition refers to the ecosystem of recognition, support, and values which a company offers to employees in order to help them to reach their full potential. It exemplifies how the employees and the labour market perceive the benefit that employees can earn from working in a particular organisation (Browne, 2012). Employee value proposition comprises of many parts. The employee value proposition of Eddie Stobart is given below,

Financial Rewards: This involves the satisfaction of workers with their wages and additional financial incentives such as promotions, stock options and bonuses (Goswami, 2015). The managers of Eddie Stobart have to make sure that their employees paid as much as they deserve.

Employment Benefits: This component is connected to a range of supplementary benefits which an employee expects from his job. The benefits are health insurance, paid leaves, retirement benefits, company-sponsored holidays and gym memberships etc. the managers of Eddie Stobart should consider these.

Career Development: Employees wish to see the development and growth opportunities that their job can provide them and the way the organisation will contribute to the development of their careers (Pawar and Charak, 2015). To provide career development opportunities the managers of Eddie Stobart need to arrange and offer various things such as, technical training, leadership training, mentoring, sponsored courses, providing career guidance, promotion opportunities etc. Providing career development opportunities can help Eddie Stobart to become of the most desired companies in the labour market.

Work Environment: This component is about deliberately recognising the various aspects which comprise a positive workplace environment (Heger, 2017). This covers everything including customised office spaces to routine team building activities for building friendship among the employees to offer trained mental health professional for the employees. The managers of Eddie Stobart should also offer flexible working hours, help to maintain the harmony of work and life and recognise the needs of the employees.

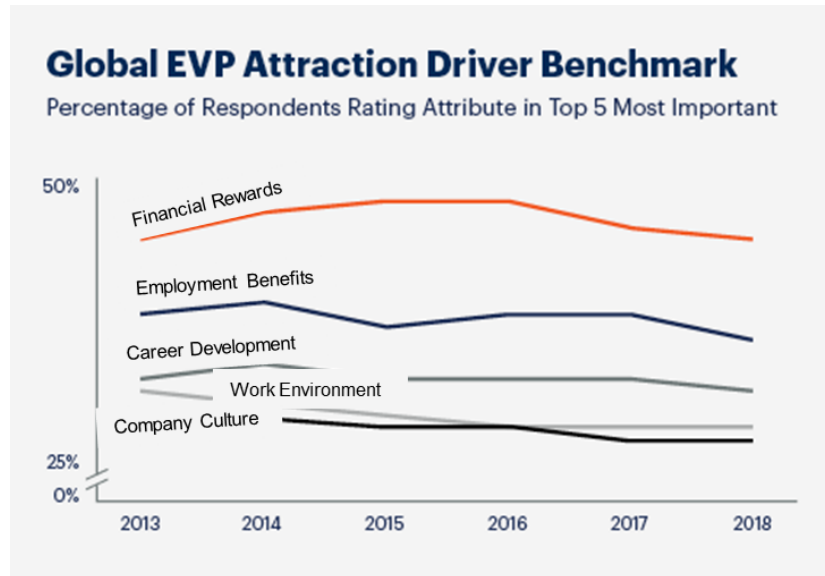


Figure: Global EVP Driver Benchmark (Browne, 2012)

Company Culture: A great corporate culture is based on the preservation of positive relationships between employees, juniors and seniors, and also is defined by a sense of confidence, teamwork, and support (Chambers et al., 2018). Eddie Stobart must try to build a strong a positive workplace culture which will include Trust and collaboration, communication among teams and support, Alignment of workers with the goals of the company etc.

Strategies to increase employee engagement

There are some strategies which can help Eddie Stobart to ensure that their employees are motivated, dedicated and engaged. These are given below,

The managers will have to communicate with the employees regularly and deliberately. They have to make the employees aware of the things happening in the organisation as employee engagement can decrease if the employees do not know what is happening in the organisation and are kept in the dark. Communicating with the employees regularly will help the managers to keep the employees on the same page and it will increase employee engagement.

No leader or manager can hope to develop a culture of confidence and transparency without setting up the team for success, far less improving engagement (Mone et al., 2011). This means ensuring adequate training and growth opportunities while also eliminating barriers. The managers of Eddie Stobart have to provide adequate training to the employees to engage them towards the company.

The managers of Eddie Stobart will have to invest in the wellbeing of the employees. Taking measures to build a safe environment by implementing the Employee Assistance Program, providing support for mental wellbeing, and encouraging healthy eating and exercise will help to ensure the well-being of the employees. If the employees start to feel like the management cares about them, they will work with more dedication.

Empowering employees is another way to ensure an engaged workforce (Lockwood, 2017). If the employees are given the liberty to make decisions on their own for the betterment of the organisation, the employees will be able to work with ease and it can improve the level of engagement.

Conclusion

Managing people is one of the most important aspects of every organisation. Throughout the assignment, the concept and drivers of employee engagement have been discussed from the context of Eddie Stobart. There are some tools which can help the managers of Eddie Stobart to measure the engagement level of their employees. The employee value proposition is important for an organisation to recruit, engage and retain talented employees in their workforce and it can help a company like Eddie Stobart to become one of the most desired companies in the labour market. There are some strategies through which Eddie Stobart can ensure an engaged workforce.

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