

ASSIGNMENT 2

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INTRODUCTION

Employee engagement is a process in which the organisation and its administration maintain a healthy and harmonious relationship with their employees in order to retain the talented, skill full and efficient employees. It will also determine employee's satisfaction as this included providing workers with the right workplace environment. The following report will examine the concepts and mechanism of employee engagement. It will also evaluate the tools which will use to measure the engagement of workers with their management. Lastly, the report will analyse the influence of these concepts and tools and how these are beneficial in proper workforce involvement.

Concept and Drivers of employee engagement

Employee engagement is a property of the relationship between an organisation and its employees and how dedicated an employee is towards his work (Megha, 2016).

There are various employee engagement drivers:

Autonomy – This driver plays an essential role in inspiring the employees of the company to do their best work (Popli and Rizvi, 2016). This factor concentrates on how the employees work and perform their best while managing their time and applying their expertise which makes them more prone to feel invested in the company and its mission.

Capacity – It refers to the employee engagement in which the employees of the company are capable of putting physical, intellectual and emotional energy into their work.

Co-worker relationship – This driver refers to the employees' relationship with co-workers. Some companies are more dedicated to the relationship between the co-workers as that will result in better work performance and fulfilling their own needs while engaged in the company.

Feedback – This is a crucial point of employee engagement where feedback of the employee is a must-have for the work which completed. It is essential with concern to the employees work performance in the company. Constructive feedback not only impacts engagement but also strengthen the employee-manager relationship.

Professional Development – The company managers, provide opportunities for growth from leaders and managers who support employee's professional development, and this development improves the performance and growth by achieving desired goals and results.

Role Clarity – Employees of the company are more concerned with their role, which they deliver for employee engagement defining their work and performance, making them feel satisfied and complete.

Maslow's theory

Maslow hierarchy of needs can apply to employee engagement at a company. There are different stages explained as:

Physiological needs – Maslow defines how vital and essential these needs are which includes the fundamental aspects of living consisting of food, water and shelter (Hopper, 2020). The companies are also based on this aspect of survival as it helps the employees with providing them with their basic needs which add on to the effort of more employee engagement, and no employee turnover is processed.

Stability and Security – Employees of the company would not be satisfied with their jobs if they do not fulfil these security needs. The companies being concerned with their employee engagement towards more growth make employees feel safe and secure as far as job security is concerned and not get affected by the uncertainty of the job market.

Belongingness – When the two crucial needs met, the concentration is on employee belongingness. The companies fulfil these needs by healthy work culture, co-operative colleagues, and supportive bosses which help the organisation complete the employee engagement aspect by making sure that this factor looks more towards the involvement and performance of employees.

Esteem needs – Employee engagement focuses on the esteem needs. Recognition from their co-workers and feeling of accomplishment is vital for them to stay engaged and satisfied and fulfil their esteem needs.

Tools to measure workers engagement

Managing the excellent relationship with the workforce is essential for the organisation as it is necessary to identify whether the workers are satisfied with the work environment, or they are motivated or not or if they are facing any issues. Ignoring these aspects will cause massive harm to the overall productivity of the company as demotivated and discouraged workforce will increase turnover rate and decrease productivity and growth (Kang and Sung, 2017). There are various practical tools which are used by the management to measure the involvement parameter of staff members.

Pulse surveys: The management of a company conducts feedbacks surveys on timely or frequently. It is a benefit as it is an excellent way to maintain a positive vibe within the workplace. It is not a complicated procedure and takes less time-consuming. No such specific preparation is required to conduct this survey they ask random questions to employees regarding their satisfaction level with the workplace and its cultures (Rao, 2017).

One-on-Ones: It is a detailed process of examining workers involvement. In this process, the managers or superiors of the establishment conduct face to face meetings with individual employees; it is a bit complex and more time-consuming process. Nevertheless, when an employee finds a safe and alone space to speak up, they can provide more details and can speak their heart out. The superiors and administrators make their workforce comfortable enough and ensure them that they can trust them and can share all their issues which they are facing.

Stay and Exit interviews: Programming a constructive interview is an excellent way to measure and find out what keeps their task force to be involved with the organisation and what are the factors which force them to leave the enterprise (Al Mehrzi and Singh, 2016). Some companies conduct both the exit and the in-house interviews session to identify the preferences and needs of their workers because it is not necessarily what motivates one person will be also beneficial for the others. So, they put the focus on monitoring the components what lead the people to the left the organisation and what motivates others to stay. So that company can take precautionary measures and develop their strategies in accordance with that.

eNPS: This is one of the most efficient tools. It refers to the employee net promoter score. It is practical as well as an effortless way to find out the involvement level of workers (Shrotryia and Dhanda, 2019). It consists of a single and straightforward yet prompt question. The company's owners asked their employees that will they recommend people to work in the organisation or do they suggest the products and services to other people.

Developing an Employee value proposition model for employee engagement

It is a unique and effective combination of values and subject matter that efficiently influence the existing workforce of the organisation. These are the facilities and add-ons benefits workers received in exchange for the efforts and contribution they put in their work and the amount of profitability and productivity they achieved for their company. A strategically constructed EVP will help retain talented people and can also attract more potential candidates (Arkan, 2016). The establishment adapts this model to provide workers with the suitable rewards and

benefits which they are eligible for it also help in answering all the queries of new applicant or candidates who are willing to join the enterprise that why they should join the company and how they benefited.

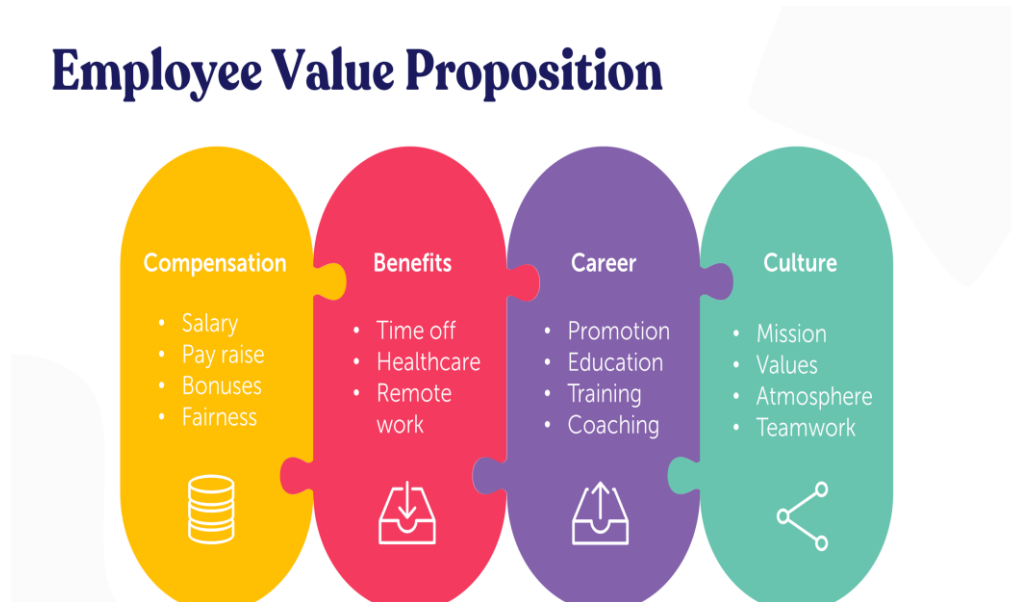


Illustration 1: EVP model

Source: *Employee Value Proposition Magnet for Attracting Candidates*. (Zojceska, 2018)

Compensation: This component of the model refers to the monetary and non-monetary benefits the establishments avail their employees in exchange for the hard work and dedication they reflect in their assigned projects and work. The workers who work exceptionally well rewarded with promotions, perks, compensatory and also some financial rewards in the form of bonus, salary and shares of the company. It will work as a trigger to push the employee motivation level at its peak. People are satisfied as they get a feeling that they are valued, and their efforts are recognised and rewarded by their employer.

Benefits: These consist of all the additional benefits staff get besides the salary. The organisations' beliefs that employees are a valuable asset for their enterprise, and they have a massive contribution to their success and growth (Egan, Zigarmi and Richardson, 2019). They facilitate their staff with value-added benefits like health insurance, pension schemes and retirement payment, paid leaves, sick leaves, holidays and recreational activities vouchers and sponsorships, accidental or life insurance facilities, especially disabled compensations welfares, free accommodation and transport facilities etc. These value-added perks motivate task

force to work with more enthusiasm and efficiency; they feel valued and gain faith and trust towards their employer. It also prevents turnover ratio and helps retain existing workers and also build goodwill and reputation of the company, which will attract more potential and skilled candidates.

Work from home when provided by the company increase the performance of the employees as employees are more concentrated upon finishing the project or work on time. Flexible working hours should be provided to the employees of the organisation so that they can manage their professional and personal life and can manage their work accordingly. Job redesigning should be done so that the employees are more attracted and feel interested in the work and their tasks allotted to them along with restructuring their roles of how in different ways the work can be done. Along with these aspects, it is has become a necessity to make the workplace Covid -19 safe so that the employees are more concerned about their health and this will promote good results adding to the satisfaction of the employees.

Career development – Employee value proposition consists of the career development factor engaged in employee's growth potential in their job and how the organisation can contribute to career development (Setiawati, 2019). This component includes the technical training part of their job. Training pattern consists of what are the essentials for the requirement in career opportunities. In this process, leadership training provided for which responsibilities provided to them. Sponsored courses prevail the necessity and growth in the career development of the company, which includes project management certification or even an MBA. Career development has one primary key aspect which consists of career guidance helpful for the aspirants seeking jobs. Mentoring is part of the career guidance process, which enables the managers and seniors of the company to help their employees to make them reach their goals successfully and contribute to their efforts made. It also increases the promotion opportunities for the employees who willingly perform their duties and responsibilities in their job or the work which they perform. Some companies also provide opportunities to work in other cities and countries, helpful in change domains and to work in specific coveted projects mentioned by the company.

Culture – This component of the employee value proposition is associated with factors that constitute a positive work environment. These include flexible working hours provided by the company in which employees work comfortably, which also helps in their work-life balance as this being an essential aspect of the job. When employees perform well, they achieve recognition for their work; as well as team building with other employees help in the effective and efficient results acquired.

Also, the company's communication system becomes stronger through efficient workspace design.

CONCLUSION

It is concluded from the above report that employee engagement is an essential tool for the organisation and the company as a whole. It not only helps in understanding the details of the work culture in the job but also helps in knowing the other vital factors in the form of a motivation theory about the company. Also, the employee value proposition techniques define the employee's needs and requirements they prefer and what the organisations hold them in extensive keeping in mind the performance of employees and the growth of the company alongside.

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