



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LCMB7011

Managing People

Week 3

Engagement and Well- Being in the Organisation

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives
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Recap of Week 2



Selection Exercise- Quality Compliance at the Hawthorn Arms

Task

Consider the profiles of the three candidates.
If forced to make a decision tomorrow, which
candidate should Alistair select for the job?
What major factors should influence his decision?

Submission Deadline of the Assignment:
09-Jan-2023



Your task.

Write an article intended for business or academic publication that:

Reviews the practice of “fire and rehire” tactics within the UK labour market to evaluate the approach taken by different organisations

Explains the legal implications of changing contractual employment terms

Considers the potential impact of any changes on employee engagement

Evaluates HR involvement in this issue and considers whether traditional models of HRM provide an adequate framework for managing contemporary employment relations.

Word count: 5000 words excluding references and appendices

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Well-being and Good Work (Environment)

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Employee Engagement Dimensions

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Impact of Varying Levels of Engagement on
Individuals and Organisations

What are the Hard and Soft HRM Approaches?

Hard (instrumental) HRM approach:

- employees are viewed as a passive factor of production, an expense
- employees can be easily replaced and seen as disposable.
- Strategic, quantitative aspects of managing HRM as an economic factor

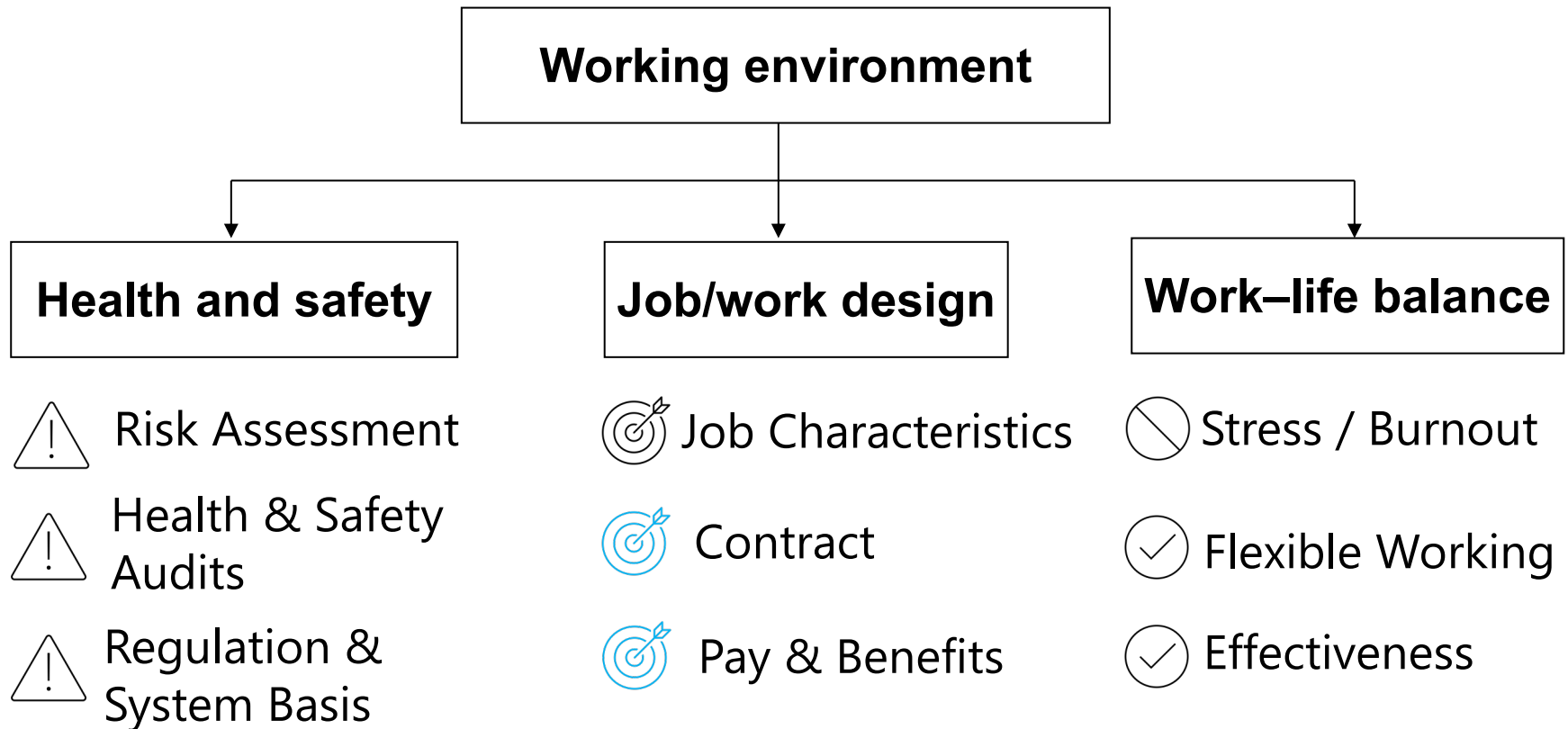
Soft (humanistic) HRM approach:

- stresses active employee participation
- gains employee commitment, adaptability and contribution of their competences to achievement of organizational goals
- employees are valued as assets
- emphasizing communication, motivation and leadership

REASONS FOR CONCERN WITH WELL-BEING

- Employers have a duty of care and this means adopting a **socially responsible** (CSR) approach to looking after their people.
- Employers are responsible for creating a **good work environment** not only because it is their duty to do so but also as part of the total **reward system**.
- It is in the interests of employers to do so because this will increase the likelihood of their employees being **committed to the organization** and help to establish it as a '**best place to work**'.

EMPLOYEE WELL-BEING STRATEGY & GOOD WORK ENVIRONMENT



7

CIPD “Good work” Index 2020

- **Pay and Benefits:** Subjective feelings regarding pay, employer **pension contributions**, and other employee benefits.
- **Contracts:** Contract type, underemployment, and **job security**.
- **Work–life Balance:** Overwork, commuting time, how much work encroaches on personal life and vice versa, and HR provision for flexible working.

CIPD “Good work” Index 2020

- **Job design and the nature of work:** Workload or work intensity, autonomy or how empowered people are in their jobs, how **well resourced** they are to carry out their work, job complexity and how well this matches the person’s skills and qualifications, how meaningful people find their work, and **development opportunities** provided.
- **Relationships at work: Social support** and cohesion. The quality of relationships at work, psychological safety, and the quality of people management

CIPD “Good work” Index 2020

- **Employee voice:** Channels and opportunities for feeding views to one’s employer and managers’ openness to employee views. (e.g., **collective consultation**)
- **Health and wellbeing:** Positive and negative impacts of work on physical and mental health. Often considered as an outcome of **job quality**.

How engaged are British employees?

CIPD “Good work” Index 2020

- Just over half of UK workers usually feel enthusiastic about their jobs,
- One in three feel ‘full of energy’,
- Over half are willing to work harder than they have to.
- Fifth of workers feel they are ‘under excessive pressure’,
- Fifth feel ‘exhausted’,
- Fifth say they are likely to quit their job in the next year.

Exercise- Job Loose in British Steel Industry



With reference to Tata Steel UK Crisis in 2016 to discuss the impending dire job security issue in post-Covid world. Considering the following aspects to discuss in your group and then present your case:

- 1) Sustainability (CSR)** – How does it affect business ethics to HR managers? How HR managers would deal with the employment crisis in terms of CSR practices (e.g., job design, employee loyalty, retention, productivity, employee well-being)?
- 2) Work environment with career challenges** – How does it affect employees working in the steel industry? What effects does it have on employee well-being and job quality?

- Group 1: the view of the Port Talbot steel works site employees.
- Group 2: the view of the Tata company executive board and HR managers.

Next

- **Commitment**
- **Engagement**



Organisational commitment

Greenberg & Baron (1997)

- Organisational commitment is the extent to which an individual **identifies** and is **involved** with his or her organization
- It deals with the **attitudes** of the people towards their company
- It is an internalised employee **belief** , often associated with '**soft HRM**' and a high trust organisational culture

Commitment

Shepherd & Mathews (2000)

- *"The new HRM model seeks to elicit high commitment from workers and thereby cultivate **proactive behaviours** with committed workers **expending effort levels 'beyond contract'** for the enterprise"* Bratton & Gold (1999, P 357)
- It is a **shared responsibility** between line management and the HR function



Can we predict the level of commitment from workers? How to enrich organisational commitment ?

Organisational Commitment Issues

Jacobsen (2000)

- Working hours
 - Are part-time staff less committed?
- Personal characteristics
 - Gender, age, education, status
- Organisational characteristics
 - Size, hierarchy, centralisation,
- Job characteristics (Hackman & Oldham, 1980)
 - **job scope**
 - Task/skill variety, task identity, task significance, autonomy, feedback



What do you want to see in your (class) team that you are not seeing now?

- Cross-modules: MBA cohort
- Specific team: LCMB 7011 class

For example:

- | | |
|--|--|
| ☐ Supportive relationships | ☐ Recognition |
| ☐ High energy and enthusiasm | ☐ Growth |
| ☐ Commitment to the institute | ☐ Proactive behaviours to mission |

Employee engagement

- It can be seen as a combination of **commitment to the organisation and its values plus a willingness to help out colleagues** (organisational citizenship). It goes beyond job satisfaction and is not simply motivation.
- Engagement is something the **employee has to offer**. It cannot be 'required' as part of the employment contract.
- Implications:
 - Positive correlation between engagement and **well-being**
 - Positive relationship between **leadership** and engagement

Influences on engagement (CIPD, 2008)

- Personal characteristics
- The jobs that people do
- Experiences at work
- Senior and line management behaviour
- Communication
- The way in which work is organised and jobs defined

Drivers of engagement

1. Leadership (e.g., round robins, consistent messaging)
2. Compensation (e.g., bonuses)
3. Environment (e.g., common area)
4. Growth (e.g., digital resources)
5. Meaningful Work (e.g., personal interest)
6. Connection to Mission
7. Recognition & Rewards

Three Engagement dimensions

Source: *Working life: employee attitudes and engagement*. Truss, C. , Soane, E. & Edwards, C. (2006) CIPD

- **Emotional engagement:** being very involved emotionally with one's work
- **Cognitive engagement:** focusing very hard whilst at work
- **Physical engagement:** being willing to 'go the extra mile' for your employer



Work intensification may cause emotionally engaged employees into a transactional mode. So, how can HR managers diagnose it?

Measuring engagement: Gallup Q12 Questions

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment that I need in order to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the past seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission or purpose of my company make me feel that my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the past six months, has someone at work talked to me about my progress?
12. This past year, have I had opportunities at work to learn and grow?

Exercise

Employee engagement

Complete the Gallup Q12 questions and discuss findings with colleagues

The Gallup Q12 survey includes several categories:

- 1. Basic needs (Q01-Q02)**
- 2. Personal contribution (sometimes you can find the interpretation of "manager's support") (Q03-Q06)**
- 3. Teamwork (Q07-Q10)**
- 4. Personal development (Q11-Q12)**

Gallup “Measuring engagement”

The engagement index slots people into 3 categories:

- **Engaged employees** work with passion and feel a profound connection to their company. They drive innovation and move the organisation forward.
- **Not-Engaged employees** are essentially “checked out.” They are sleepwalking through their workday. They are putting in time, but not enough energy or passion into their work.
- **Actively Disengaged employees** aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

Gallup 2017 engagement index

Comparisons of Employee Engagement Scores reveal that organisations with high Q12 scores exhibit lower staff turnover, higher sales growth, better productivity, better customer loyalty and other manifestations of superior performance.

The results of the UK Gallup 2017 engagement index:

- Engaged Employees – 11%
- **Not-Engaged Employees – 68%**
- Actively Disengaged – 21%
- In other words, **89% of the average company's workforce is either under-performing or actively undermining their work.**

Characteristics of Engaged Employees

by Gallup (2017)

1. Consistent levels of high performance.
2. Natural innovation and drive for efficiency.
3. Intentional building of supportive relationships.
4. Clear about the desired outcomes of their role.
5. Emotionally committed to what they do.
6. Challenge purpose to achieve goals.
7. High energy and enthusiasm.
8. Never run out of things to do, create positive things to act on.
9. Broaden what they do and build on it.
10. Commitment to company, work group, and role.

Resources

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