



UNIVERSITY OF WALES
Trinity Saint David
LONDON

LCBB5004
LEVEL 5

Managing People

RESIT ASSESSMENT 2

STUDENT 1913405
TERM 2 GROUP 1
NAME ANAMARIA LUPU

LECTURER
DR OLUSOYI RICHARD ASHAYE

October 2021

Table of Contents

Introduction	2
1. The concept and the drivers of Employee Engagement in the Organisation.....	3
2. Employee Engagement tools, techniques, and strategies.....	8
Conclusion	11
Reference List	12
Appendix	14

Introduction

The reason for this report is to offer an inside and out understanding of the Employee Engagement in the business environment. Also, it is closely reviewing the concept and drivers of Employee Engagement and the corporate performance. Moreover, is evaluating the diagnostics and tools to measure the engagement in organisation.

Human Resource Management (HRM), the organization of work and individuals towards required terminations, is a fundamental improvement in any connection wherein people are utilized. Meeting employee needs can moreover further productivity improvement and business accomplishment (Brown et al., 2019: 52).

Moreover, Boxall (2007: 13) saw that: 'HR join the data, capacities, organizations, and energies of people and, supporting them, their physical and enthusiastic prosperity, academic limits, characters, and inspirations.

1. The concept and the drivers of Employee Engagement in the Organisation

A large body of literature demonstrates that employees who have great quality jobs and are managed satisfactorily, won't just be more joyful, better, and more satisfied, but at the same time are more likely to drive productivity, better products or services, and development.

This normal expansion's point of view on motivation and people management lies at the centre of employee engagement, an idea that is become dynamically standard in organizations completely thinking about the most recent decade.

The three types of employees

The Three Types of Employees	
3	ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
2	NOT-ENGAGED employees are essentially 'checked out'. They're sleepwalking through their workday, putting time - but not energy or passion - into their work.
3	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.

Source: Gallup (2006)

Commitment happens when individuals are energetic with regards to their work and association and are persuaded to accomplish significant degrees of execution.

As indicated by the Chartered Institute of Personnel and Development (CIPD) (2012: 13):

'The commitment has become for experts an umbrella thought for getting the different means by which chiefs can spur extra or discretionary effort from agents - an eagerness concerning staff to work past the understanding. It has transformed into another administration mantra.'

Reilly and Brown (2008) saw that the terms 'work fulfilment', 'inspiration' and 'obligation' are all over being supplanted now in business by 'commitment' since it appears to have more engaging power and face validity.

Truss et al (2013) suggested that 'commitment may build up the framework through which HRM experts sway individual and authoritative execution.

The term 'employee engagement' has become generally utilized in recent years. This is on the grounds that 'engagement' appears to catch ideas that other normally utilized terms, for example, 'motivation', 'satisfaction' and 'commitment' don't actually regulate exorbitantly so well.

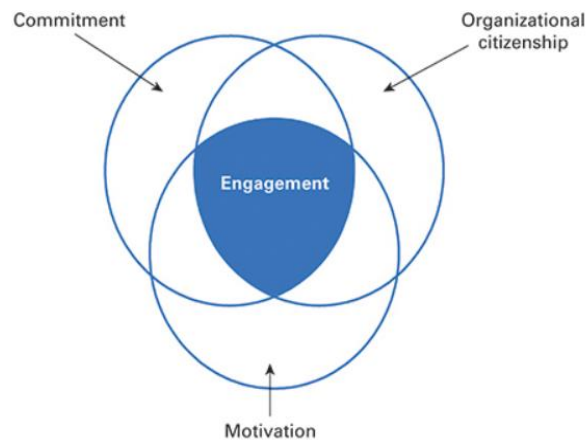
Credit for envisioning the term 'employee engagement' is regularly given to the American advisor W.A. Kahn (1990) who envisioned it's being included two specific parts:

- emotional engagement: a situation where representatives have convincing energetic associations with their bosses, feel their viewpoints count, and feel that their managers have an interest in their turn of events;
- mental commitment: a circumstance where workers realize what is generally anticipated of them, comprehend their motivation or mission, are given chances to dominate and develop, and are given data concerning how to further develop their progression.

A model of commitment containing these parts passed on by the Institute for Employment Studies (Armstrong et al, 2010) is shown in Figure 2.

It shows 3 circles that represent 'Motivation', 'Commitment' and 'Organizational citizenship'. The intersection area of the three circles is termed as engagement.

(Fig.2)



Source Armstrong et al (2010)

Most implications of commitment depict representatives who are better, more blissful, more fulfilled, or more inspired. For organizations, research has again and again shown that extents of commitment oblige better execution.

Much more generally, different appraisals show positive relationship between representative commitment and other business assessments, consolidating consumer loyalty, comfort, progress, staff maintenance, ability and success, and security execution.

Some researchers (Macy and Schneider, 2008) recommended engagement from three different angles: intellectual engagement -contemplating the work and how to improve; passionate responsibility - feeling positive about buckling down; and social responsibility - adequately taking action to analyse work-related performances with others at work.

Generally speaking, however, existing evaluation most often incorporates seven key drivers of employee engagement, these are:

- The possibility of the work: as per a significant parcel of the implications of responsibility, the possibility of the specialist's work impacts their level of responsibility. A tremendous gathering of composing show the meaning of having testing and changed work that utilizes old and new capacities. The work ought to be viewed as inventive and invigorating for the representatives.
- Significant and purposeful work: an agreement that the work embraced is significant, has a reasonable reason and that infers a significant ancestor for commitment.
- Development opportunities: having comparable entryways for, and induction to, livelihood advancement, improvement, and planning open entryways is considered huge in engaging agents to attract with the affiliation. Employees who are secured feel drawn in, are sure about achieving in their work and have opportunities to perform at their best.
- Recognition and reward: getting wonderful acknowledgment and prizes is a fundamental driver of commitment. Representatives need to feel esteemed and appreciated in the work they do.
- Effective and assertive relationships: creating unprecedented relationship between colleagues is basic, particularly the relationship among workers and directors. This fundamental relationship should be an identical one of saving several minutes for, and zeroing in on, each other. This is possibly developed by repaying accomplishment and showing trust by permitting independence.
- Quality correspondences: Just through having formal and open two-way correspondence among directors and staff, for example, having significant doorways for upwards input unafraid of repercussions, would assign have the choice to get to this data. Directing workers in decision-making processes empowers them to feel that they are being heard and may ingrain an impression of commitment in regard to results.

- Inspiring leadership: managers and leaders who inspire trust in individuals, giving them the autonomy to make decisions with clear goals and accountability, are viewed as engaged.

Figure 5.1: Engagement drivers



Source: IES Engagement Survey, 2005

Responsibilities levels across the world change, yet the fundamental end is that the general labour force isn't locked in, basically not to the degree that associations need or need their representatives to be to drive results.

People are normally motivated to work really hard and become less motivated when they feel overloaded, unsubstantiated, or disappointed.

Key Drivers of Employee Engagement:

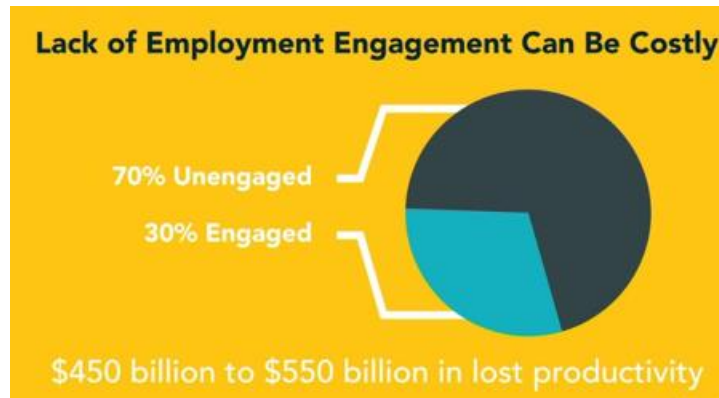
- Recognition
- Career Development
- Direct boss/Manager Leadership Abilities
- Procedure and Mission, particularly the opportunity and independence to succeed and add to the Organization achievement

- Work content - the capacity to do how I do the best
- Senior administration relationship with workers
- Open and viable correspondence
- Associate fulfilment/collaboration
- Accessibility of assets to play out the gig adequately
- Organisational culture - variety mindfulness and consideration, corporate social obligation, work/life balance.

The discoveries demonstrated that, around the world, more than 24% of employees were disengaged, 62% of workers were tolerably drawn in and just 14% of workers were viewed to be highly engaged.

Good Work Index survey estimates different parts of employee commitment. It shows that around 66% of laborers are happy with their work by and large. The 2018 investigation showed that UK work fulfilment vacillated over the earlier ten years, dropping specifically in 2010 and 2011.

Moreover, the study data shows no qualification in energy among people, yet we truly see more noteworthy fervour among positioning chiefs and the most liberally redressed, workers with postgraduate levels of capacities and purposeful region workers.



(Source: LinkedIn, 2022)

At the everyday level, a little more than a half of the UK laborers generally have an energetic outlook on their occupations, one out of three feel 'full of energy, and over half will work more earnestly than they need to. Nonetheless, a fifth of laborers feel they are 'under excessive pressure', and a fifth say that work has persistently become more extreme, higher strain, over late many years.

This might be because of different variables including rising clients' requests, innovative change, financial downturn, and pandemics.

A Gallup study (2006) took a gander at information from more than 23,000 specialty units, driving them to reason that pulled in delegates were more useful workers, more helpful, more client engaged, more secure, and bound to remain with the association.

There is a Marks & Spencer research that shows that over a four-year period stores with improving engagement had on moderate, produced £62 million increase in sales to the organizations every year than shops with a decline in engagement.

Sainsbury's has tracked down a clear connection between more elevated levels of engagement and deals execution, with the degree of partner commitment contributing up to 15% of a store's year-on-year development.

By generating a culture of inclusion, ensuring the vision of the organisation is known and shared, that opportunities for development occur, that the voice of the employee is sought and listened all constitute ways in which engagement can be enhanced and performance leads to improved profitability.

2. Employee engagement tools, techniques, and strategies

CIPD characterized the drivers of employee engagement as having amazing chances to take care of your perspectives upwards, having a very much informed outlook on what's going on in the organization and believing that your manager is dedicated to the organization.

To improve engagement the CIPD (2018) proposed that individuals' methodologies should focus on :

- reasonable treatment of employees and backing for prosperity;
- enabling workers to shape their work;
- compelling channels for employee voice;
- great individuals the managerial abilities;
- execution of the executive's frameworks that inspire and give potential open doors for professional development;
- communication to reinforce purpose and vision and keep workers informed.

Methodologies ought to likewise be multi-pronged, adjusting communication, HR policies and frameworks, learning and development, and cross-hierarchical occasions. Creating directors for commitment and prosperity gives direction on the most proficient method to develop managers who support employee commitment, wellbeing, and prosperity.

The Institute for business studies (IES) pondered that the rule driver of obligation is a vibe of esteemed respected and inclusion. The principal parts of this are supposed to be:

- association in decision making;
- opportunity to voice thoughts;
- feeling empowered to perform well; having opportunities to develop the job;
- feeling the organization is worried for employees' wellbeing and prosperity.

Balain and Sparrow (2009) propose that commitment overviews address a system for employees' feedback which is utilized occasionally as a measure to show how well the organizations doing.

There are two approaches that are recommended for employees by CIPD, namely:

- Treat specialist responsibility as a psychological state and an umbrella term to depict a sweeping area of people system and suggest limit thoughts like work responsibility or definitive obligation. This allows an extensive key focus, nearby precision on need thoughts.
- Focus on unequivocal and well-established definitions, such as , Utrecht research on engagement.

There is some discussion in the literature about the degree to which **raising pay** levels either reduce labour turnover or improves work fulfilment to a significant degree. By and large, bosses who offer the most alluring prize bundles have lower whittling down rates than the people who pay ineffectively (Gerhart 2013), a presumption that leads numerous associations to utilize pay rates as their superb weapon in retaining staff (White 2008).

On the other, there is confirmation that suggests that pay is essential, less significant than various factors in a decision to leave one's work environment and recent CIPD (2017) research recommends that under portion of organizations use pay as a retention method.

Late examination discoveries in this way seem to affirm the perspectives communicated by Herzberg (1966) that pay is a 'hygiene factor' rather than a motivation.

Figure 1: Engagement and well-being together create sustainability



In 2004 (Robinson et al., 2004, p. xii), IES prescribed that endeavours to develop levels of liability are probably going to be inadequate, except for accepting a few variables are available in the association:

- Greatest quality line management
- Two-way communication
- Successful inward co-operation
- An emphasis on the development
- Commitment to worker well-being
- Clear open HR strategies and rehearses and noticeable responsibility by administrators at all levels

There is a negative side to engagement - **burnout**, described by Maslach and Jackson (1981: 99) as 'an issue of emotional exhaustion and cynicism.

Burnout can happen when people are set under an excess of strain to perform. It is here and there called withdrawal. Obsessive workers who put themselves under a huge load of tension can suffer burnout.

Burnout is a reaction to high pressure accomplished by pointless work requests, which join endeavouring to meet testing, enthusiastic and hard to arrive at principles. It will without a doubt happen when laborers have zero influence over their workplace. Burnout can accomplish disappointment, non-appearance, or leaving the association.

To avoid the quest for commitment happening in burnout and withdrawal, associations need to ensure that laborers are not put under a ton of strain, are outfitted with assistance when required, and are seen for what they can achieve with the assets they have open.

Alfes et al. (2010), concluded that a careful method for managing responsibility requires a work environment that doesn't just demand more from people anyway energizes a balance in their lives (Fig.1).

Conclusion

This study is designed for a better understanding of the Employee Engagement concept. This shows how managers and HR play a vital part in empowering engagement. Besides, the significance of the line manager in engaging in workers has been plainly settled.

This evaluation plainly takes after the run of the mill drivers found in the literature, explicitly the idea of the work, work that has direct significance and reason, improvement amazing open doors, getting wonderful certification and prizes, building deferential and definitive affiliations, having clear two-way correspondence, and meeting structures, and having motivating authority.

Reference List

Armstrong, M. and Taylor, S. (2020) *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. London, Kogan Page.

Available at:

https://bibliu.com/app/#/view/books/9780749498283/epub/content/11_chapter01.html#page_40

(Accessed: 18 August 2021).

Baines, P., Fill, C., and Page, K. (2011). *Marketing*, 2nd edition, p.625-659, Oxford University Press.

Beardwell, J. and Thompson, A., (2018). *Human Resource Management a contemporary approach*. Eight edition. Person Education Limited.

Bethesda, MD. (2013)

Building a Magnetic Culture: How to Attract Top Employees, Engage Them, and Make Them Want to Stay, in Retaining Great Employees: Tactics for Hanging on to Your Best Talent.

Available at: [Building a Magnetic Culture: How to Attract Top Employees, Engage Them, and Make Them Want to Stay, in Retaining Great Employees: Tactics for Hanging on to Your Best Talent - ProQuest](#)

(Accessed: 01 December 2021).

Brady, C. (2010) *Engagement leads to success*. Financial Times.

Available at: [Engagement leads to success | Financial Times \(uwtsd.ac.uk\)](#)

(Accessed: 28 July 2021).

Bridger, E. (2018) *Employee engagement: a practical introduction*. 2nd ed. HR Fundamentals. London: CIPD and Kogan Page.

Available at: [Employee Engagement: A Practical Introduction - Emma Bridger - Google Books](#)

(Accessed: 28 August 2021).

CIPD (2021) *Employee Engagement. Definitions, measures and outcomes*.

Available at: https://www.cipd.co.uk/Images/employee-engagement-discussion-report_tcm18-89598.pdf

(Accessed: 18 August 2021).

CIPD (2021). *Employee engagement: an evidence review*.

Available at: https://www.cipd.co.uk/Images/employee-engagement-scientific-summary-1_tcm18-89565.pdf

(Accessed: 18 August 2021).

CIPD, (2021) *Profession Map*.

Available at: <https://peopleprofession.cipd.org/profession-map>

(Accessed: 28 July 2021).

CIPD (2021) *Employee engagement and motivation*.

Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet#gref>

(Accessed: 18 August 2021).

Cotton, C. (2011). Pay and reward [Video file]. In The Business & Management Collection, Henry Stewart Talks.

Available at: <https://hstalks-com.ezproxy.uwtsd.ac.uk/bm/2043/>

(Accessed: 18 December 2021).

Moon, Jennifer A., (2004). *A handbook of reflective and experiential learning*. Publisher: RoutledgeFalmer. Place of publication: New York ; London ; (265 p.)

Available at: <https://web-b-ebSCOhost-com.ezproxy.uwtsd.ac.uk/ehost/detail?sid=1824356f-bd77-470a-8e0c-fe2a08245cc5@pdc-v-sessmgr01&vid=0&format=EB&rid=1#AN=102749&db=nlebk>

(Accessed: 28 July 2021).

Needle, D., (2010). *Business in Context: An introduction to business and its environment*. 5th Ed. Cengage Learning.

Robertson-Smith, G., and Markwick, C., (2009). *Employment Engagement A review of current thinking*. Institute for employment studies.

Available at: [Employee Engagement: A review of current thinking | Institute for Employment Studies \(IES\) \(employment-studies.co.uk\)](https://employment-studies.co.uk/EmployeeEngagement-Areviewofcurrentthinking)

(Accessed: 08 December 2021).

Torrington, D, Hall, L, Atkinson, C, & Taylor, (2020) Human Resource Management PDF EBook, Pearson Education, Limited, Harlow. Available from: ProQuest Ebook Central.

Available at: <https://ebookcentral.proquest.com/lib/trinity/reader.action?docID=6108840>

(Accessed: 28 December 2021).

University of Wales Trinity Saint David, (2021).

Available at: <https://moodle.uwtsd.ac.uk/course/view.php?id=3816>

(Accessed: 21 June 2021).

Wilson, J., (2014). *Essentials of Business Research, A Guide to Doing Your Research Project*, 2nd Edition, SAGE Publication.

Available at:

[https://www.academia.edu/39919079/Essentials of Business Research A Guide to Doing Your Research Project Jonathan Wilson](https://www.academia.edu/39919079/Essentials_of_Business_Research_A_Guide_to_Doing_Your_Research_Project_Jonathan_Wilson)

(Accessed: 01 July 2021).

Appendix

1. Measures of employee engagement

Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale is a proprietary scale in English and translated a number of other languages. It is available free of charge for non-commercial use and on condition that users agree to share anonymised data with its authors. For more details and to access the long (17-item) or short (nine-item) versions of the scale, see www.wilmarschaufeli.nl/downloads/

Maslach Burnout Inventory

The Maslach Burnout Inventory, developed by Christina Maslach and colleagues,⁷⁰ is published by Mind Garden.⁷¹

Psychological conditions of employee engagement (May et al⁷²)

Douglas May and colleagues' measure of 'the engagement of the human spirit at work' is based on Kahn's needs-satisfying model.

Five-item response scale: 1 = strongly agree; 5 = strongly disagree.

Cognitive engagement:

- 1 Performing my job is so absorbing that I forget about everything else.
- 2 I often think about other things when performing my job. (R)
- 3 I am rarely distracted when performing my job.
- 4 Time passes quickly when I perform my job.

Emotional engagement:

- 1 I really put my heart into my job.
- 2 I get excited when I perform well on my job.
- 3 I often feel emotionally detached from my job. (R)
- 4 My own feelings are affected by how well I perform my job.

Physical engagement:

- 1 I exert a lot of energy performing my job.
- 2 I stay until the job is done.
- 3 I avoid working overtime whenever possible. (R)
- 4 I take work home to do.
- 5 I avoid working too hard. (R)

'R' denotes a negatively phrased and reverse scored item. Various other relevant measurement scales are also included in the same paper – for example, for job meaningfulness, psychological safety, psychological availability, job enrichment, and work role fit.

Rich et al Job Engagement Items

Another measure based on Kahn's needs-satisfying model is that of Rich et al.⁷³

Five-item response scale: 1 = Strongly agree; 5 = Strongly disagree.

Physical engagement:

- 1 I work with intensity on my job.
- 2 I exert my full effort to my job.
- 3 I devote a lot of energy to my job.
- 4 I try my hardest to perform well on my job.
- 5 I strive as hard as I can to complete my job.
- 6 I exert a lot of energy on my job.

Emotional engagement:

- 1 I am enthusiastic in my job.
- 2 I feel energetic at my job.
- 3 I am interested in my job.
- 4 I am proud of my job.
- 5 I feel positive about my job.
- 6 I am excited about my job.

Cognitive engagement:

- 1 At work, my mind is focused on my job.
- 2 At work, I pay a lot of attention to my job.
- 3 At work, I focus a great deal of attention on my job.
- 4 At work, I am absorbed by my job.
- 5 At work, I concentrate on my job.
- 6 At work, I devote a lot of attention to my job.

The Intellectual, Social, Affective (ISA) Engagement Scale

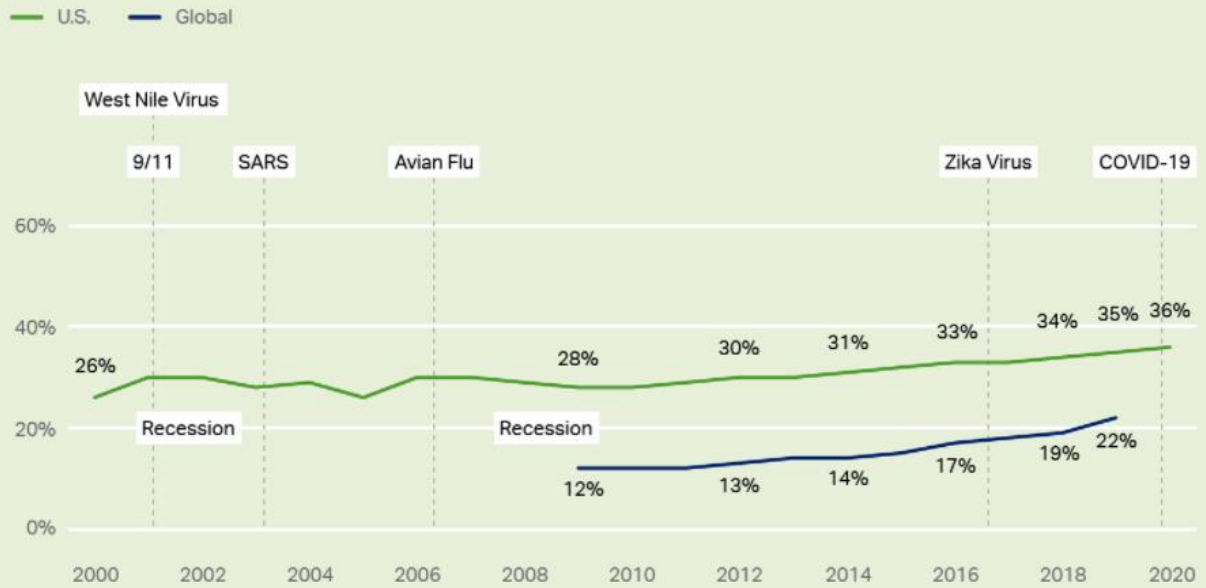
Developed by Soane et al⁷⁴ this measure adapts Kahn's model to include social engagement instead of physical (aside from this, intellectual is akin to cognitive, and affective is akin to emotional).

Seven-item response scale: 1 = Strongly disagree; 7 = Strongly agree.

Intellectual engagement:

- 1 I focus hard on my work.
- 2 I concentrate on my work.
- 3 I pay a lot of attention to my work.

20 Years of Employee Engagement

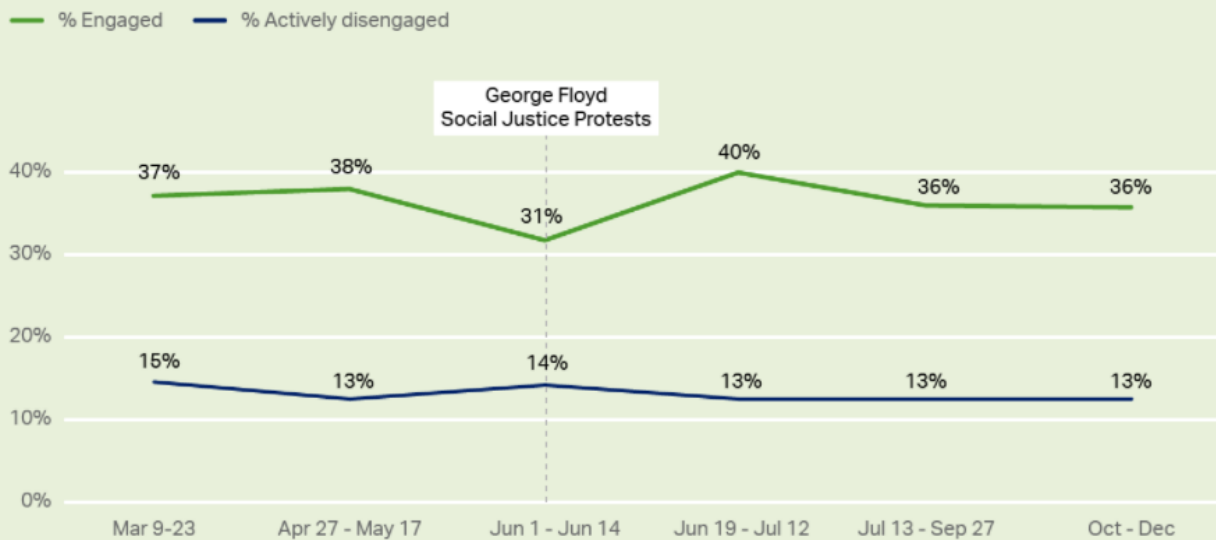


Gallup Workplace Tracking

GALLUP

Employee Engagement During COVID-19

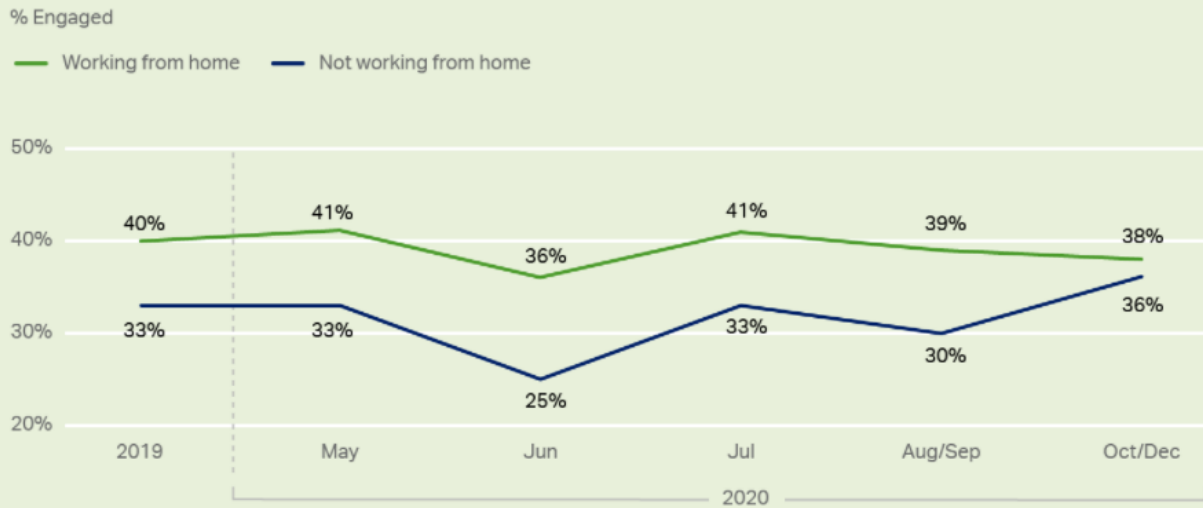
U.S. Employee Engagement Trend in 2020



COVID-19 data from March to December 2020

GALLUP

Remote Worker Engagement Higher During COVID-19 Than On-Site Worker Engagement



Gallup Panel, September 2019 and monthly 2020 data

Full-Time Employees Only

Not working from home: never/rarely (less than 10%). Working from home: sometimes-exclusively (10% to 100%).

GALLUP