

Managing People (LCBB5004)

Assessment 2

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Introduction

The concept of employee engagement has been an important and integral part of organisations nowadays because organisations have started treating employees as human beings and removed the traditional thinking of treating and considering employees as the machine. The outbreak of the Covid-19 pandemic has created destruction worldwide in terms of financial loss as well as human loss. Organisations faced losses, but somehow managed the situations with the help of new business models, agile different ways of working and exponential technology and many more (Ahmed *et al.*, 2020). The report aims at presenting the concept of employee engagement in the Covid-19 pandemic time, drivers of employee's engagement, evaluation of the diagnostic tool in order to measure the employee's engagement, construction of employee's value proposition and the strategies to raise the level of employee's engagement.

Company overview

Sainsbury's is a United Kingdom supermarket chain which was founded 153 years ago in the year 1869 by John James Sainsbury (Sainsbury's, 2022). The supermarket is the second largest supermarket chain in the UK, and they have a total 16 percent of the market share of the supermarket industry in the United Kingdom. Sainsbury's is a public limited company and deals in the products like FMCG products, food products, household products and many more. Argos, Nectar, TU, Habitat are some of the popular brands of Sainsbury PLC. The company currently has a total work force of 180,000 and a total of 1428 supermarkets all over the United Kingdom.

Employee Engagement and Drivers of Employee Engagement

Concept of Employees Engagement

The concept of employee's engagement is a human resource concept that helps in describing the level of dedication and level of enthusiasm of the employees in the company towards their job. The employees who are engaged in the company care about their job, work, roles, and responsibilities towards the company and work for improving the performance, sales, profitability, and customer base of the company. The concept of employee's engagement was given by Kahn in the year 1990. Employee's engagement can also be defined as the strength of emotional connection and mental connection employees feel for their work and company (Rodrigues da Costa and Maria Correia Loureiro, 2019).

Drivers of Employees Engagement

Sainsbury's is the second largest supermarket in the United Kingdom and has given employment to more than 180,000 employees and with the huge workforce it is very difficult for the company to actively engage employees in the company, and it became more difficult with the outbreak of Covid-19 coronavirus pandemic (Sainsbury's, 2022). During the pandemic, the company provided work from home facilities to their employees, allowed employees to work with flexible timings and also restructured the roles and responsibilities of employees and made the workplace Covid-19 safe to ensure the safety of employees from the virus in the workplace. Apart from these measures Sainsbury's needs to take more steps for improving the performance of employees and their wellbeing in order to improve the company's performance and its viability (Bick *et al.*, 2020).

Leadership and Management: In the current pandemic time, when people started to accept the new normal, Sainsbury's needs to make improvements in their leadership and management. As the company is following the autocratic leadership style and they need to change this little and needs to adapt transformational and participative leadership style as both the leadership style will allow the company to make employees feel that they are the important part of the company, and their contribution is important for the company. Using the appropriate leadership style can help

the company in actively engaging employees in the company and create a positive impact on the willingness of employees to work for the company (Torrington *et al.*, 2020) .

Career Growth: Career growth opportunity is another driver that can increase employees engagement in the company as when company will engage employees with career development by focusing on the career development then employees will stay in the company for a longer period of time as they have opportunity to grow their career and with this there are chances that they will work with more efficiency and effectiveness. This is one of the best ways for the company, especially in the time of Covid-19 when people do not even have jobs (Mehta and Mehta, 2013).

Values and Culture of Company: Another driver of employee's engagement is the values of the company. The values of the company are more likely to resonate or connect employees with the company and boost their engagement when the company is having authenticated and transparency in their values and culture. The values and the culture should be in such a way that inspires employees. when company will have strong as well as positive organisational culture then the ability of company to understand the employee's increases and this creates a positive impact on employees and they stay happy, motivates, loyal and committed towards the company (De-la-Calle-Durán and Rodríguez-Sánchez, 2021).

Work Life Balance and Personal Wellbeing: Many times the working, roles, and responsibilities of employee's imbalances their professional and personal life and this results in stress which directly affects the health and wellbeing of employees and on the broader view this results in lower employee engagement. When the company takes care of work life balance and personal wellbeing of the employees, this increases the engagement level of employees in the companies and improves their performance. Sainsbury's can do this by creating a working that can promote the work life balance, reframing perspectives for the work life balancing and the performance of the employees, creation, or development of mindfulness opportunities for improving the work life balance and implementation of mental health wellbeing program for supporting the wellbeing of employees (Lulli *et al*, 2021).

Evaluation of diagnostic tools for measuring the engagement of employees

In order to measure the level of employee's engagement in the company, Sainsbury's can use various diagnostic tools like employee engagement survey, employees net provider score (eNPS), employee turnover rate and absenteeism rate, stay/exit interview, one on one meetings and many more.

Employee Engagement Survey: Employee's survey is first and one of the best tools for measuring the engagement level of employees towards the company. With the help of surveys, companies get to know what the attitude of the employee is and what are their feelings for the company. In the survey also, one of the best methods is filled out and anonymously submitted surveys as this increases the participation rate of employees and allows the employees to provide correct and honest responses. With the help of employee's survey, Sainsbury's can get the answers like how much employees feel valued, are they satisfied with their work and work life balance and many more. In the survey, use of open as well as close questions allows to get qualitative as well as quantitative feedback and allow getting the valuable insights (Albrecht *et al.*, 2021).

Employees Net Provider Score (eNPS): The employee net provider score is another diagnostic tool that can help the company to measure the employee engagement level. This tool is originally used to measure the satisfaction level of employees. In this, some questions are asked to employees and employees need to answer them on the scale of 0 to 10. The scale of 0-6 is considered a detractor, 7-8 is considered as passive and 9-10 is considered as promoter. The calculation of employees' NPS is calculated by subtracting detractors from promoters and then finding the average by dividing the remaining total with total respondents. In this, a negative score indicates that a high number of employees will not recommend a company to other people. On the other hand, a positive score indicates that employees are actively engaged in the company, and they will recommend the company to other people also (Baquero, 2022).

Employees Turnover and Absenteeism Rate: The employee turnover rate and absenteeism rate are another diagnostic tool that can help the company to measure the employee engagement level. Measuring the employee turnover rate allows the company to know how many employees

have left the company in a specific period of time. High employee turnover indicates that number of workers are high who have leaved the company, and this also indicates that company is not able to actively engaging employees in the company. High employee absenteeism rate also denotes that employees are missing from company for no good reason and this can denote that company is lacking behind in engaging employees actively in the company (Al-Suraihi *et al.*, 2021).

Employee Value Proposition (EVP)

Employee Value Proposition is the unique and personalised set of advantages or benefits that employees of the company receive for their contribution, skills, experience sharing and capabilities they bring for the company. It can also be defined as the balance of benefits and the rewards that company provides to employees for their better and excellent performance in the company. It includes Compensation, career development, benefits, culture, work environment (Kumar *et al.*, 2021).

Construction of Employee Value Proposition

Compensation and Benefits: For the construction of employee value proposition, the first component is compensation and benefits. Sainsbury's needs to compensate and give benefits to their employees like competitive salary, paid leaves and holidays, medical insurance, retirement benefits, and life insurance (Cotton, 2011).

Career Growth: Another component of employee value proposition is career growth and in this, Sainsbury needs to provide their employees raises, career growth opportunities, professional development, training, internship and mentorship programs etc.

Corporate Culture: In order to actively engage employees in the company Sainsbury needs to create corporate culture in such a way which promotes collaboration and team spirit, work life balance, trust, longevity services and many more.

Wellness: Sainsbury also needs to focus on the wellness of employees and for this they need to implement employee's assistance programs, fitness centres, games and creative activities and many more (Pilbeam and Corbridge, 2010).

Diversity and Inclusion: Diversity and inclusion is also one of the most important for the employee's engagement and for this Sainsbury needs to work more on diversity, inclusion and equity and needs to provide diversity training to employees, take some diversity initiatives, fostering a work environment of togetherness and belonging etc. (Sachdev and Dutt, 2021).



Image 1: (Employees Value Proposition)

Source: (LBWL, 2022)

Strategies for raising the level of employee's engagement:

One to one meeting: The first strategy for raising the level of employee's engagement is a one to one meeting in which leaders, mentors or managers of a company can personally communicate with employees and ask them where they are facing problems, how the company can help them. Caring for employees is one of the best strategies which can increase the level of engagement in the company.

Open and inclusive work environment: All employees are different and come from different backgrounds, cultures and have different values. Sainsbury needs to make an open and inclusive work environment where there is no difference between the employees based on the colour, religion, race, gender and many more as equality and inclusion helps in improving the employee's engagement (Sachdev and Dutt, 2021).

Flexible and remote working options: After the pandemic crises, employees feel more comfortable in remote working as they want the work environment which can support their personal interest. Therefore, flexible, and remote working is another strategy, which can be used by Sainsbury to increase the level of employees' engagement in the company (Torrington *et al.*, 2020).

Celebrations of success: When the companies celebrate the success of their employees, employees feel motivated, and this also helps the companies to increase the employee's engagement. Hence, Sainsbury can also use this as their strategy for improving and enhancing the engagement level of employees in the company .

Conclusion

From the above report discussion, it can be concluded that managing people in the organisation is very challenging for the managers of the company. The current situation of Covid-19 pandemic has made employees engagement more difficult and challenging for the companies because of which companies like Sainsbury need to improve their leadership styles and need to provide employees more career growth opportunities as well as needs to provide the work life balance which will allow them to improve the engagement level of employees in the company which will ultimately help the company to improve their performance and overcoming the losses created by Covid-19 pandemic.

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