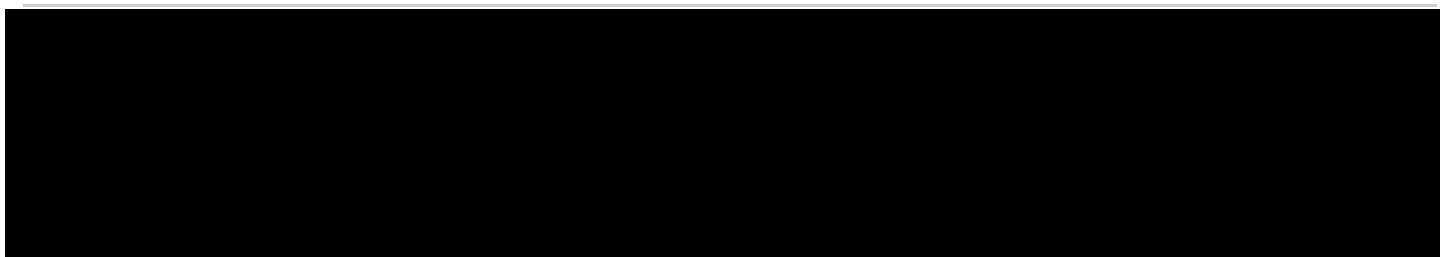
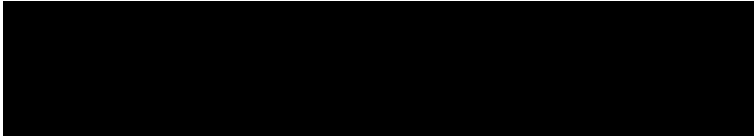
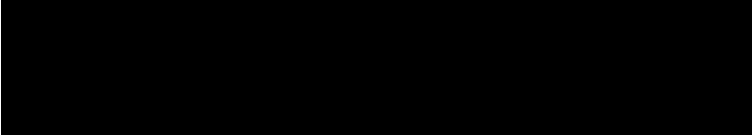


report 1



M7X00595



Course: Master of Business Administration

Subject: M7X00595 Human Resource Management

Assignment: 50% Report

Title: The concept of employee engagement and employee involvement in the Raspberry Pi
Foundation

Lecturer: DR David Griffiths

Deadline: 18/01/2016



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Executive Summary

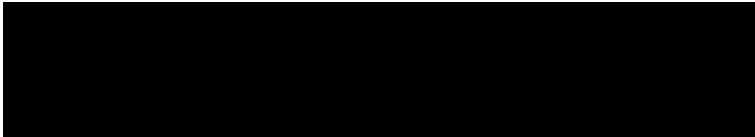
The student has been asked by managing director in RPF which has 100 staff members to cover the following in this report:

- The concepts of Employee Engagement and Employee Involvement
- What the company needs to do?
- What the advantages of improved employee engagement/involvement might be?
- What problems may arise?

Using relevant models for this research will give insight into RPF and its HR function.

Talent management that seeks agile people with capabilities, competency and been competent and how this charitable organisation can retain talent. Also when the organisation experience high performance and high commitment and what does value bring into the RPF.

The researcher will provide recommendation on the findings above and how motivation can prove it challenging if job is voluntary.



Introduction

The Raspberry Pi Foundation (RPF) is in Wales, Mid Glamorgan, in the small place called Pencoed. This charitable organisation has 100 employees at the present. Their figures show that they are likely to expand in near future. As stated in Cambridge dictionary the charity is a system of giving money, food, or help free to those who are in need because they are ill, poor, or have no home, or any organization that has the purpose of providing money or helping in this way. Each charity has different goals, the RPF is a registered educational charity and its goal is to advance the education of adults and children, particularly in the field of computers, computer science and related subjects as found on their website. Their manager is looking to find out in this report the followings: The concept of employee engagement and employee involvement in the organisation and what will be the advantages of improving employee engagement and employee involvement, what the company needs to do and what problems might arise from these findings.

Findings

"Whereas leaders have long-term and future-orientated perspectives and provide vision for their followers that looks beyond their immediate surroundings, managers have short-term perspectives and focus on routine issues within their own immediate department or groups."

(Cited in Burnes by Nahavandi, 2000, p.13)

According to the quote above by Nahavandi, managers should only concentrate on near future. So as manager in RPF the questions from the managing director should be short term. The understanding of the task is to arrange what fits the best way for employees for longer period. As per organisation, it depends if it is in the public sector, private sector or non for profit organisation. It could be argued that bureaucracy for example is more used in public sector where all needs to be recorded, every decision should be reviewed but perhaps in RPF its less paper work and more hands on. This could fall into agreement because charity is not in the market to compete and employers choose to be there to gain experience it as a hobby. Citation Needed

How do RPF chose their employees?

As cited in Pilbeam (2006), "A competency framework is both a list of competencies but also a tool by which competencies are expressed, assessed and measured" (Strebler et al., 1997). Each position in any organisation should have competency which is effective and excel in performance of the position which employees is in or applies for it. It could be

argued that no such a thing is required in the “charity” organisation as why would not for profit organisation needed talent? It could be said that typical assessment can be done first with individual itself to measure how far the individual gone within the company, achieved. Then this can be presented in its workplace to manager for example where they review all and if any development needs identified then individual should be put on coaching again to make sure the role that been signed to worker is up to standards and then reassessment should be put in place to sign off employee and perhaps assign buddy to be able to help the worker.

But does RPF have time and money for this particular idea for employee engagement? The assumption is made that no as it is charitable organisation and people might not have enough spare time while doing this voluntary work along with paid job. Does this create problem that employees are dissatisfied in RPF?

The employee engagement involves three aspects-cognitive (beliefs), emotional (feelings) and behavioural (added values) as found in Konrad, 2006.

“Numerous authors have developed a long list of management practices for generating high involvement and high performance among employees. These range from selecting the right people for the organization to a commitment to training and skill development, team based work organization, job security, and incentive-based pay” as mention by Konrad, 2006. Improper Citation

As stated in Konrad, 2006, Lawler came up on how to build high involvement work system in four categories(power, information, knowledge and reward) that might have valuable effect on employee engagement.

Motivation Weak Transition

Herzberg expresses his two factors in his theory: motivators and hygiene factors. He highlights that high commitment and job satisfaction result in motivator factor where demotivators known as hygiene factors result in low commitments, employees can become frustrated in their job roles. As stated in Handy (1993) nearly all theory of motivation makes understanding about needs of an individuals or how they are driven. With McClelland theory and RPF, somebody could argue that need for affiliation, need for power or need for achievement do not apply in RPF however it can show a little of need for affiliation for an individual who likes to help in the organisation and would like to remain relationships with the staff members instead of decision making could fit into charity work. For employee engagement and to motivate workers in RPF, manager should assign employees for projects, perhaps this could bring connection from different department and they can get idea from each other and ability to learn new skills.

EVR Congruence model Weak Transition



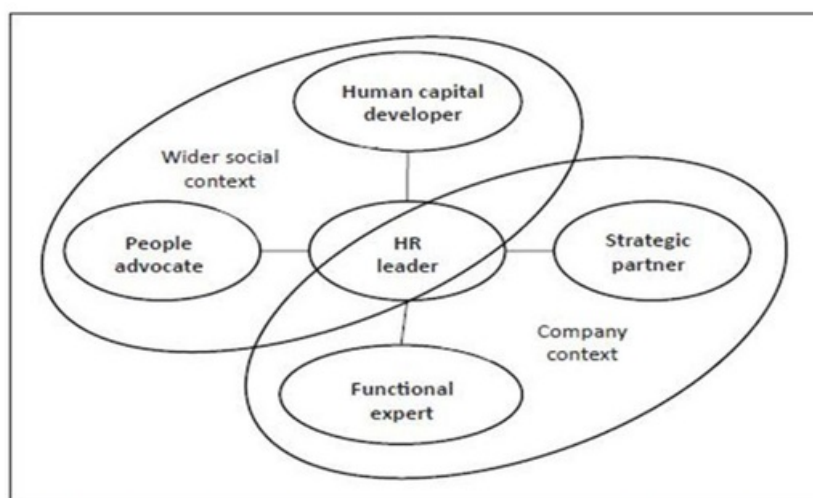
(Rattray, 2009)

It could be argued that RPF is the “consciously competent” organisation where values and environment is overlapping and the organisation is creative, innovative, forward thinking/ 11

These four gentlemen (Eben Upton, Rob Mullins, Jack Lang and Alan Mycroft) based at the University of Cambridge’s Computer Laboratory in 2006 seen that pupils are not educated in level that they should be when achieving their A levels. This opportunity opened a new door for pupils to achieve the new skills within a new technology that is growing every year nationally, internationally, globally. It can be said this organisation thrives within technology, has a social interaction with facebook, twitter, emails where customers could contact the charity. What about resources? Are they adaptable? It could be debated that yes as RPF has strengths because they could help children if they want to study IT and RPF provide free resources to children where they can “teach, learn and make with RPF” as mentioned on their website, www.raspberrypi.org. This company has all EVR so perhaps it should fit into the “congruent organisation” where there is an idea of success and outcome to provide the educational services to children. But how can this be retained? What happens if just one employee will leave the organisation? Would it mean that all falls and the organisations values drop? It can be assumed that depending on who will leave the RPF but never less retaining staff member have impact on whole the organisation because is not just the staff member but its skills as well and capabilities which can be taken from the company. As stated in Entrepreneur , companies think the retention depends on wages, incentives etc,

however it is deeper issues that goes into deeper retention strategy that staff member feels successful, secure and appreciated and if employers wants to achieve this retention strategy they should concentrate on following four factors: performance, communication, loyalty and competitive advantage/ 12

HR function



Source: Adapted from Ulrich, D., & Brockbank, W. (2005). *The HR value proposition*. Boston, MA: Harvard Business School Press

FIGURE 8: Roles of the HR leader.

(Ulrich and Brockbank, 2005)

As it can be seen from the model above the functional expert and strategic partner also with HR leader falls into company context. The question is, can they focus fully in this charity job load as they all have day jobs as found on their website. Could there be a leak that shows the workers are not committed to their second jobs? Or could this work load be fulfilling their expectation as they know that they are helping children and this is motivating them? On the

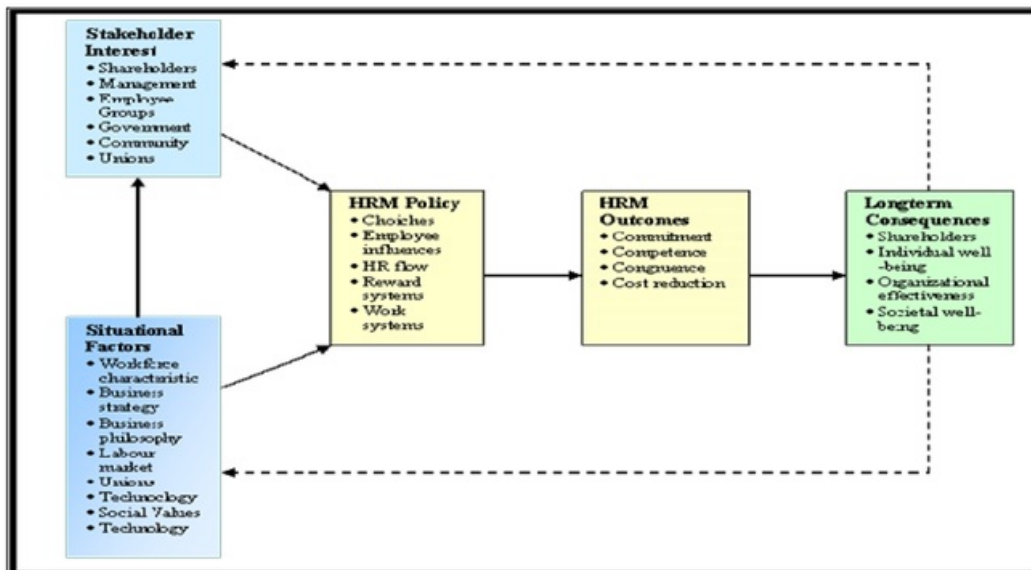
other side the human developer and people advocate together with of HR leader could wider social context. There might be enough of work for Human capital developer some might debate as the technology is expanding and perhaps the workforce the company might need more staff members and in 10 or 20 years will be double. The individual experiences and skills can there be matched with the work load. It looks easy but all this could cause problems or unforeseen circumstances can have an effect on the plan for the future perhaps when the knowledge and skills are not there yet and cannot be taught to employees, so how this all knowledge can be adapted to children/

Citation Needed

People advocate listen and respond to all employees. How does it work in RPF? All contacts seem to be online, so do they communicate online? Or is there physical office where they all meet? As previously mentioned, the organisation has not got many employees. Could this be advantage for people advocate in RPF? Or on other side disadvantage? The assumption can show that work of people advocate can be hard and especially in the third sector organisation working voluntary where if the staff member is not satisfied in its role it might leave. Where there might be issues perhaps people advocate can develop long-term employee engagement strategy where employees can see clearly objectives and action steps that can help to retain staff member/

13

Havard HRM Model



(Beer, 1984)

It can be said that RPF communicate with communities, schools or government and passing on message to girls that “they can be geeks too” in RPF. In the new world companies are careful how they approach stakeholders (girls or boys) as children play with all sort of toys. For example Lego have set their new Lego friends in 2012 for girls, they have addressed that girls were playing with Lego as stated in website (www.education.lego.com). RPF also seen this gap and transformed this diary for girls so they are not left out. It shows commitment in RPS because it seems that their workforce has capability to transfer the knowledge to each other because perhaps they are smaller team and work in charity than global company which could have more employees but not necessary agile people like charity. HRM Policy also points out how employees influence the organisation but what it is that keeps them there?

Could it be rewards or work system? What type of rewards system could charity have?

Some workforce could find rewards in by helping pupils who are or not previously had

computer experience in the level it is needed for their competence. It could be pointed that

obviously they are not driven by promotion as this is the charity. Is only this soft fact model

suitable for organisation? What about hard model? Can Michigan model challenge Harvard

within RPF? In this assumption it can be addressed that because Michigan model has

employees as resources and people should be managed same as any other equipment in the

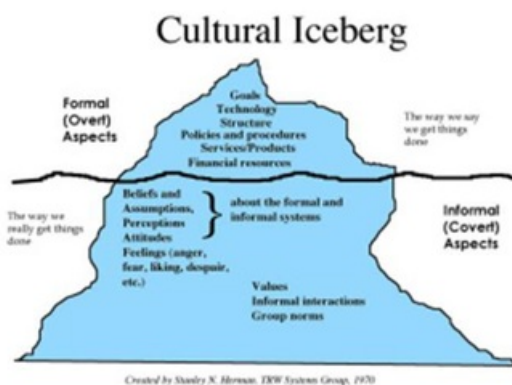
business as mentioned in Price, 2011 it would not fit the purpose of charity organisation as

they value their staff members but then while reading on article that employee left third

sector because there was not much support from senior management is sad as stated in

www.guardian.co.uk Improper Citation

Iceberg culture



(Sandy's learning plaza, 2010)

Each organisation differs from others in their own ways and culture where no other organisation sees the informal aspects. It can be assumed that because RPF is charitable organisation it is talent led. But is the talent available at all the time? No perhaps as there is no time for these employees, so how to attract them? As they are volunteering, they have only limited time but perhaps informal aspect as showed in the cultural iceberg can show them the achievement and difference they do make for the RPF, customers and that is enough for them to fulfil satisfaction which is not money lead but by values of the company/

Citation Needed

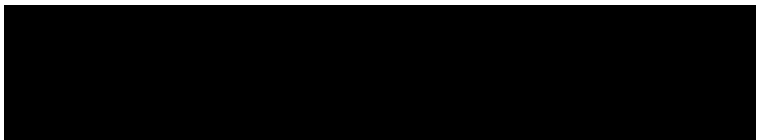
HR Life cycle 9 steps



(Alliance, 2015)

When company identify the need for the new staff member they should preach the steps of HR life cycle. Does RPF need more staff members? On their website it is not showing the information for this however it can be assumed that they would like a new role for online marketing. All steps are important in their own way however to identify the need for job and

M7X00595



retaining talent that company employ is crucial for the organisation. The money invested in the new talent should not be wasted and especially not for profit organisation should watch where the money goes as all is funded. It might be harder for charity organisation to employ staff member as it is on voluntary basis and how to retain the talent if found?

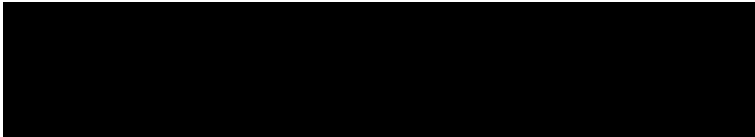


Recommendation

Firstly, it needs to point out that to engage employees in the charitable organisation might prove harder than in the other sectors. As mention by Clapton, 2014 it is important to have employee engagement ideas which RPF could use for their own use. They have highlighted 25 ides in their research but to put organisation in positive thinking, perhaps if they have themed office to go to on evenings it could emotionally uplift them and they could find satisfaction of being there and to enjoy the work.

Secondly, RPF could offer rewards for workers in the organisation, rewards could vary as not two people are the same and for someone just having satisfaction that job has been done and to have praise for it could be enough, for other employee perhaps if football fun, offer tickets for the match.

Last recommendation to make sure the people advocate is right for the position as this person will need to retain the staff member in the third sector organisation.



Conclusion

To conclude this whole report, it needs to be said that RPF organisation needs to have and seek people who have talent- are creative with knowledge (competence), adapt with any situation and quick learners where they can motivate themselves (commitment) and also the RPF should look at what the individuals has or can bring into the organisation (contribution).

Knowledge economy is driven by talent and its skills, so for any organisation is to have individuals like that is win, but for charity it can prove difficulties if the job is not paid.

Therefor RPF needs to have people who are not motivated by money and are willing to participate with the organisation, be involved and engaged to achieve the values and standards for themselves and company. Assumption is made that the staff member should be motivated at the level that all the basic needs, safety and belonging needs are satisfied because it can be said without it individual might not focus on the voluntary job.

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report 1

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

38/100

PAGE 1

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PAGE 5



Comment 1

Interesting, but I'm struggling to understand the relevance of this quote.



Comment 2

I'm not sure what you are trying to say here.



Comment 3

I would argue that in today's talent led knowledge economy that this is not correct - you need to provide references to substantiate your claim here.



Citation Needed

Cite Source:

Please use the link below to find links to information regarding specific citation styles:

http://www.plagiarism.org/plag_article_citation_styles.html



Comment 4

The focus of the assignment is on employee engagement/involvement and so I am not sure why you are exploring recruitment and selection here.

PAGE 6



Comment 5

Are you trying to say that recruitment and selection equates to employee engagement? This

is very vague and confusing at this point. Also, you need to provide references as, without them, your work reads as a personal narrative - it also means that I cannot give you credit for engagement with literature or analysis of literature.



Comment 6

You are also making the assumption that all staff are volunteers, which would be a poor assumption.



Comment 7

Yes, but what do you mean by EE and how does it differ from EI? In exploring these concepts you could have defined the concept, which would have provided context for the reader and improved your grade by demonstrating research engagement and knowledge and understanding of core concepts from the module.



Comment 8

You have now moved to high performance/high commitment - this is interesting, but your argument is jumping around, which impacts the coherence of the report.



Improper Citation

Improper citation:

Improperly cited material. Please use the link below to find links to information regarding specific citation styles: http://www.plagiarism.org/plag_article_citation_styles.html

Additional Comment A page number is needed to support all direct quotes



Comment 9

How might this have an effect?

I was hoping that you would have discussed key issues outlined in the assignment workshops - for example the challenges facing a third sector organisation, operating under VUCA conditions in a talent-led knowledge economy. Such a discussion would have led you to introduce the situational factors/stakeholder needs (use of Harvard Model) that inform HR policy/practice, as well as organisational outcomes/value/sustainability/resilience. Such a discussion, or aspects of such a discussion, would have evidence research, knowledge and understanding of concepts, analysis and practical application. Without this, your mark is limited when looking at content against the learning outcomes.



Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.



Citation Needed

Cite Source:

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Comment 10

This analysis is very vague and does not link very well with the theories/concepts/models introduced during the module. To earn a higher grade, I highly recommend using core literature as a foundation for your future assignments; in this way you can evidence your engagement with research and demonstrate your knowledge and understanding.



Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.

PAGE 8



Comment 11

How did you come to this conclusion? Also, you need to remember who you are writing for - in this case, an examiner. As such, whenever you introduce a concept you need to ensure that you critically explain a use case - in other words, how are you using it, what does it tell you and, considering the outputs, what are the implications for the case organisation?

PAGE 9



Comment 12

This section is vague and very difficult to follow.

PAGE 10



Citation Needed

Cite Source:

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http://www.plagiarism.org/plag_article_citation_styles.html



Comment 13

As per my previous comments, your argument is vague and difficult to follow. You seem to have misunderstood the assignment question or you may not fully understand the core concepts introduced in the module.

PAGE 11



Comment 14

This is a good example of a discussion that seems far removed from the task set out in the assignment.

PAGE 12



Comment 15

You ask a lot of questions in this assignment. If you are going to take this sort of approach, you need to ensure that you respond to your own question with a thorough

engagement/analysis of literature, which could lead to considerations for practice. You need to consider your audience here - make sure that you reference your work, as to not do so results in a descriptive, personal narrative that limits your mark. In this assignment, a lack of referencing has cost you approximately 10 marks.

QM

Improper Citation

Improper citation:

Improperly cited material. Please use the link below to find links to information regarding specific citation styles: http://www.plagiarism.org/plag_article_citation_styles.html

PAGE 13

QM

Citation Needed

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Comment 16

Interesting choice - why not use the core literature on the course and link your argument to HR strange and job design, which are missing in this consulting model?

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GRADING FORM: MBA HRM



38

1

Research-informed Literature (25%) Extent of research and/or own

reading, selection of credible sources, application of appropriate referencing conventions.



There is some evidence for an engagement with literature, but the narrative is personal and highly descriptive - please see my notes with regard to referencing. Referencing conventions are rarely followed and there is little evidence of engagement with core literature from the module. This has limited the mark awarded under this criteria considerably.

9

2

Knowledge and Understanding of Subject (25%) Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



The narrative is very difficult to follow and there is very little evidence of the required knowledge and understanding of core concepts required to pass this module. For example, see my comments from p. 6: was hoping that you would have discussed key issues outlined in the assignment workshops - for example the challenges facing a third sector organisation, operating under VUCA conditions in a talent-led knowledge economy. Such a discussion would have led you to introduce the situational factors/stakeholder needs (use of Harvard Model) that inform HR policy/practice, as well as organisational outcomes/value/sustainability/resilience. Such a discussion, or aspects of such a discussion, would have evidence research, knowledge and understanding of concepts, analysis and practical application. Without this, your mark is limited

9

when looking at content against the learning outcomes.

3

Analysis (20%) Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence



As already discussed, the analysis is vague and difficult to follow - this results in a report that lacks coherence. For example, my comments from p. 7: This analysis is very vague and does not link very well with the theories/concepts/models introduced during the module. To earn a higher grade, I highly recommend using core literature as a foundation for your future assignments; in this way you can evidence your engagement with research and demonstrate your knowledge and understanding.

7

4

Practical Application and Deployment (20%) Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



The evidence for practical deployment is very weak and there are multiple mistakes relating to assumptions/assertions about the third sector in the UK. For example, see my comments on p. 8: How did you come to this conclusion? Also, you need to remember who you are writing for - in this case, an examiner. As such, whenever you introduce a concept you need to ensure that you critically explain a use case - in other words, how

7

are you using it, what does it tell you and, considering the outputs, what are the implications for the case organisation?

5

Skills for Professional Practice (10%) Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



The report is adequate in terms of tone and length. However, there are multiple issues in relation to argumentation and weak transitions.

6