



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

BMMB7025

Managing People in Organisations

Employee Relations & Employee Voice

Dr Helen Lee

DHTM, MBA, MSSc, BA (Hons), CHE, CHIA

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk

Punch the monkey is still making headlines

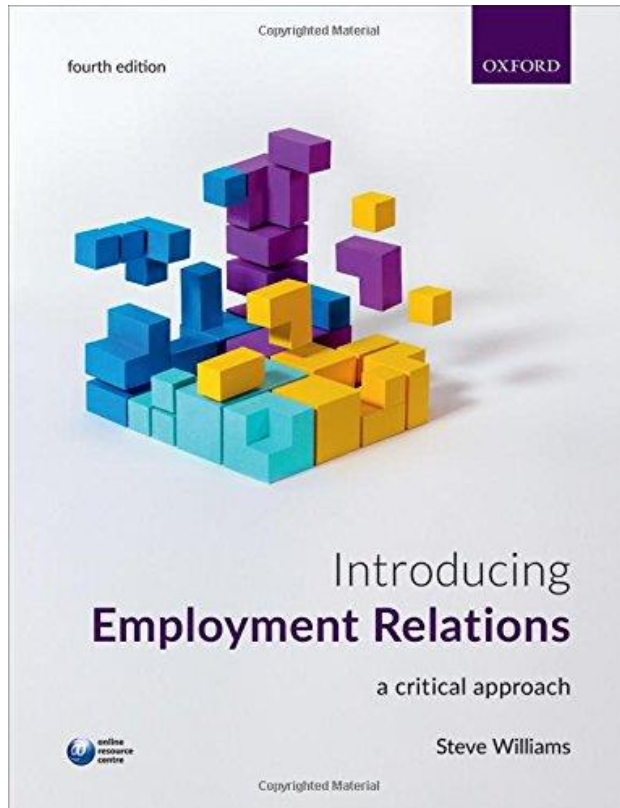


Recap

- So who has the power in the employment relationship?
- How do we ensure high performing workplaces?
- How do we balance the needs/wants of individuals and needs/wants of groups?

Key actors in the employment relationship

- Employers/managers
- Employees, representatives and unions
- The State (Government and Agencies)



Perspectives on
employment
relations (ER)
and HRM

Actors in the
employment
relationship

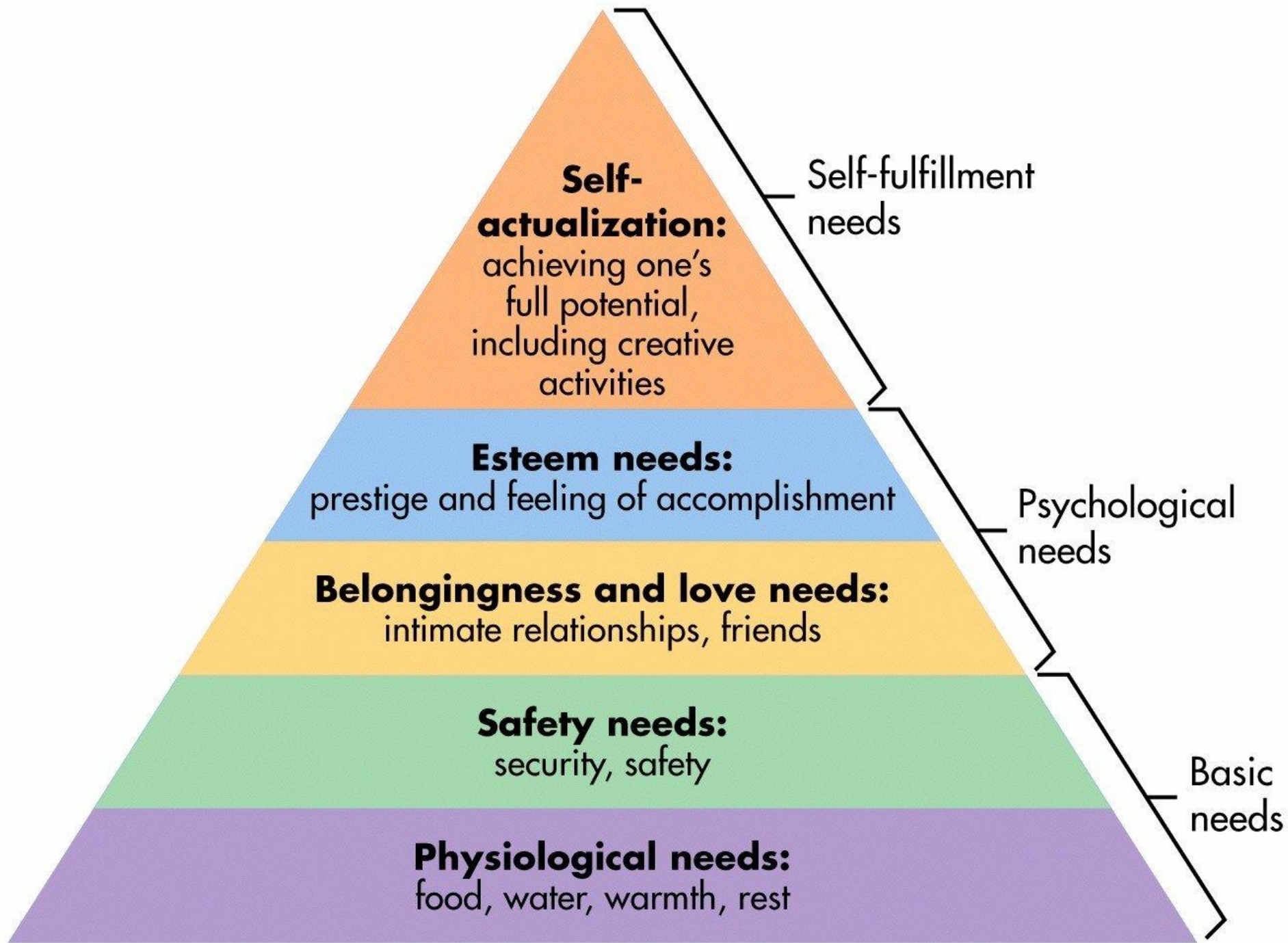
Historical insight
into ER

Context and
trends

ER regulation

Employee voice

Maslow
(1954)





UK Poor Performance: Engagement

★ Premium

Employee Experience

Employee engagement | 90% of UK workers feel 'unenthused' by work - how can managers change this?

Mon, 26 Jun 2023 | Feature | Serena Haththotuwa | 4 mins read



TALENT & CULTURE

Why is employee engagement in the UK so chronically low?

This country has one of the world's least engaged workforces. Part of this can be traced back to the industrial revolution, say experts in organisational behaviour and the employee experience



Sam Forsdick
13 Jun 2023



UK performs poorly on employee engagement

Posted by: Sarah OBeirne | in Employee Engagement, News, reports, research, Workplace | June 21, 2023

Nearly all UK workers (90 per cent) are not enthused by their work and workplace, according to Gallup's [State of the Global Workplace 2023 Report](#).

The UK rate of engagement at work (10 per cent) remains one of the lowest in Europe, ranking near the bottom among peer countries (33 out of 38) with countries like the US reporting triple the number of engaged employees (31 per cent). The poor state of disengaged workforces is not unique to the UK, with just 13 per cent of employees across Europe feeling engaged at work, and the lowest rates of engagement reported in France (7 per cent) and Italy (5 per cent).

Over the last year, there has been an abundance of negative news in the UK around the cost-of-living crisis, climate change, and the mounting pressure on the NHS, which Gallup says are all possible triggers for people in the UK reporting growing levels of worry, stress, and anger at work. The survey results reflect this bleak picture for the current mood of the UK workforce, with nearly a fifth (19 per cent) of UK professionals reporting feeling angry at work, a significant four-point increase year-on-year, putting the UK well above the European average (14 per cent).

Despite this, most UK workers may not be leaving their unfulfilling jobs for greener pastures. As the report also reveals confidence in the UK's current job market has declined by four points since [last year's report](#), with just 26 per cent of people believing that they would leave their current job if they could.

Why does managing people matter?

What is the impact of leadership? And culture?

"Power is where decisions are made"

Leaders...and...leadership

Systems and processes

*Culture has a 60% impact on
organisational performance*

*Leadership has a 68% impact on
culture*

[Korn Ferry
Research](#)

Definitions of Employee Relations (ER)

- 1.Regulatory focused
- 2.Relationship-based

Perspectives on ER

- Unitarist
- Pluralist
- Radical
- Economic View
- Psychological contract

Perspectives on ER (1)

- **Unitarist / Unitarism:**
 - Employee relationship is characterised by harmony, co-operation and a team ethic
- **Pluralist / Pluralism:**
 - Organisations and workers have both similar and different interests in the employee relationship
- **Radical / Marxist:**
 - Conflict is inherent in capitalist system
 - To Marxists, the pluralist approach is supportive of capitalism, the unitary approach is anathema.

Perspectives on ER (2)

Economic:

- The employee relationship is all about money – a financial transaction
- Neoclassical economics

Psychological contract:

- Guest and Conway (2002): *'The perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other'*
- The psychological contract is based on perceptions and consists of obligations

Employers/ Managers

- Refers to a process, a system of authority and a group of people;
- Role of management in employee relations has increased in comparison with the roles of the government and trade unions;
- Management style:
 - The approach adopted by managers in their interactions with employees

Management Style

- Organisational leader
- Policy enactor
- Employee coach

(Kilroy and Dundon, 2015)



Employees

- Debated concept
- *'Anyone who sells their labour'*
- Managers: Contradiction between agent of employer whilst actually an employee

Trade Unions

- Role: represent the interests of their members in pursuit of democracy in the workplace
- Trade unions can represent their members' interests individually or collectively
- Aim: re-balance the distribution of power in employee relationships more equally between management and workers
- Traditional remit is pay and conditions
- View on unions influenced by perspective on ER
- Declining membership levels and reduced influence

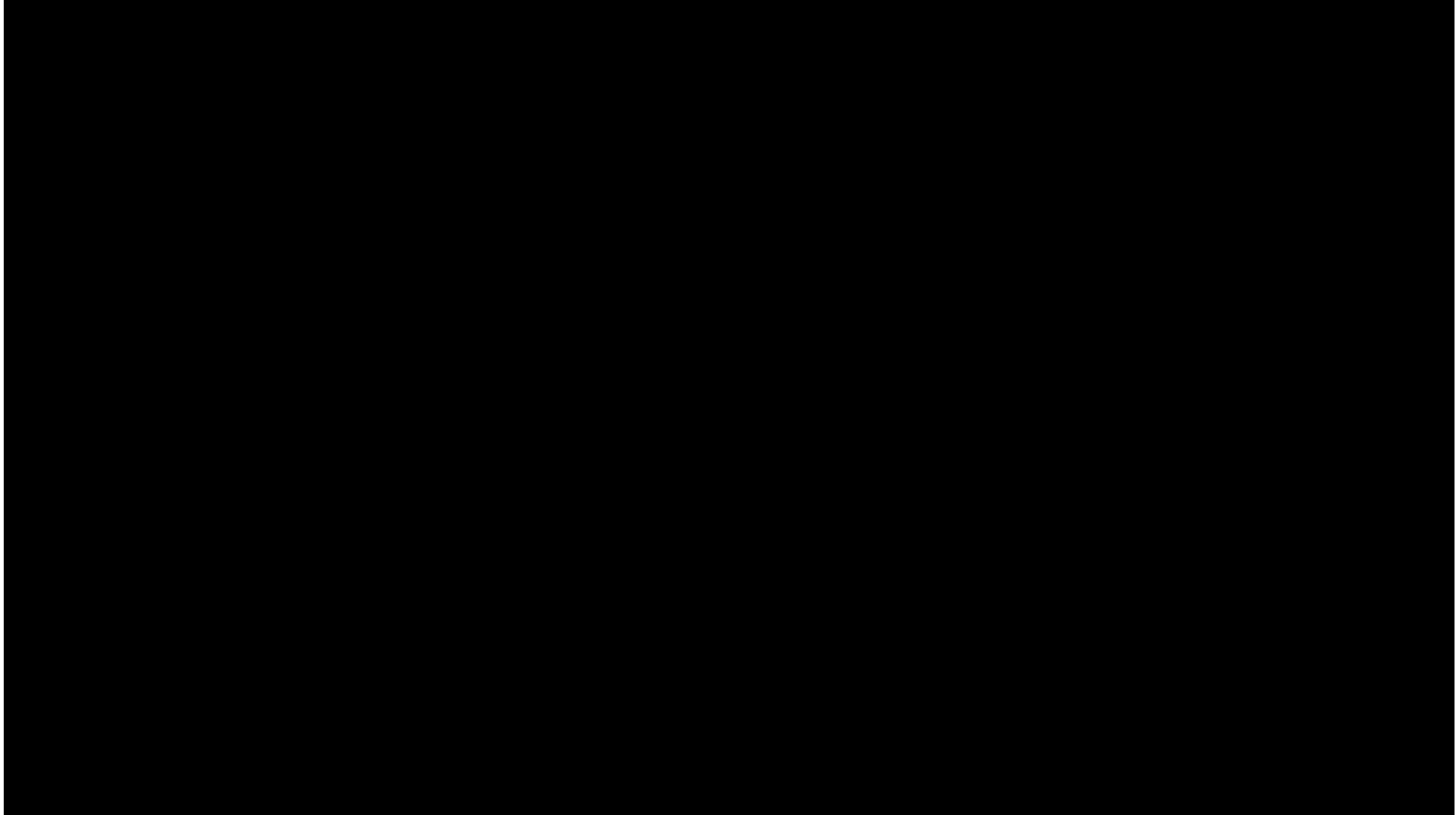
Government

- Incumbent Government values
- Roles include
 - Legislator/regulator
 - Employer in the public sector
 - Government agencies e.g. ACAS, EHRC.
- Shift away from traditional role as a model employer

Interests in employment relations

Employee	Employer	The State
Employment	Profit maximisation	Power
Income	Shareholder value	Economic growth
Fairness	Stakeholder interests	Ideology
Voice	Quality and service	Continuity
Job satisfaction	Employee engagement	<i>(Adapted from Budd and Bhawe (2008))</i>
Occupational identity	Creation of employment	
Autonomy	Control	

Historical insight into ER



Contexts for ER

Employment relationships
influenced by:

- Turbulent external environments
- Legal framework
- Strategic HRM
- Shifting trends in labour markets

<https://www.cipd.co.uk/knowledge/work/trends/megatrends>

Trends

- Technological change and globalisation
- Demographic change
- Increased female participation
- Increased educational participation
- Decline of collective workplace institutions
- Greater diversity in employment relationships and how we work

Regulating employee relations

Bargaining

Managerial prerogative

Involvement and participation mechanisms

Employee engagement

Third-part intervention

Industrial action

- These processes are shaped by social, economic and political context

Collective v Individual Bargaining

Individual bargaining

single voice = no conflict in what

1 person = 1 view = no compromise Disadvantages

BUT

Impact of 1 person? Employer caring? Change? Low chance of individuals changing decisions/strategies

Collective bargaining (official process)

Representatives (normally TUs) on behalf of...

Agreed participants, scope, consequences (e.g. automatic adoption for everyone); voluntary; a sense of shared outcomes?

Quicker agreements? Easier implementation? Less mass conflict? Less conflict between managers and team members? Greater employee participation/ ownership?

BUT lack of individual decisions/accountability?

Multi-representative collective bargaining?



https://www.youtube.com/watch?v=WboggjN_G-4

Managerial Prerogative

- Employer's or management's unqualified-authority to exercise its discretion in certain areas without discussion with, or agreement of, a union.
- The right of managers to control and direct the work process, unhindered by interference from employees, trade unions, or the law

Lord vs Serfs – models of ER



https://www.youtube.com/watch?v=_ZtYU87QNjPw

Involvement and Participation

Involvement:

- Management initiated arrangements focused on the **individual**, with tight constraints on empowerment of employees and does not include organisational decision making

Participation:

- Embraces employees in the organisational decision making process on a **collective** basis

(see Armstrong, (2005), Gennard and Judge (2005), Lewis et al.,(2003)

Employee Engagement

- No single definition – Macloed Review 2009, more than 50 definitions!
- Kahn (1990): *how people express themselves physically, cognitively, and emotionally as they interact with their jobs*
- Gallup's Q12 questionnaire covers job clarity, job resources, work that plays to one's strengths, recognition, social support and cohesion, personal development, employee voice, meaningfulness of work, and colleagues' motivation.

Third-part intervention



- Mediation
- Arbitration
- Employment tribunals

ACAS

<https://www.acas.org.uk/what-we-do>

The image shows a purple rectangular background with the word 'acas' in a bold, yellow, lowercase sans-serif font. To the right of 'acas', the words 'working' and 'for everyone' are written in a white, lowercase sans-serif font, stacked vertically. The 'acas' logo is positioned to the left of the text 'working for everyone'.

<https://www.youtube.com/watch?v=pD7f-gurpg4>



Industrial action

Industrial action is an act, done by either an employee or an employer, which prevents the operation of the contract of employment.

Picketing

Go-slows

Overtime bans

Work to rule

Strike

Lockout by employers

The Legal Framework

- Employment Contracts – express/implied terms
- Codes of Practice
- Key developments in Individual laws – Equality Act 2010, Default Retirement Age (2011), Agency Workers Regulations (2010)
- Main developments in collective laws – ICE Regulations (2005), Statutory TU recognition (2000), restrictions on industrial action.
- Trade Union Act (2016) and further amendments came in 2019.

Employee voice

- Organisation and individual
- Need for effective, functioning, current methods
- Action as result of voice required by management/employer
- Growing in the face of union decline

The importance of Employee Voice



**ENGAGE
FOR SUCCESS**

[https://www.youtube.com
/watch?v=xqO3sfRZDAE](https://www.youtube.com/watch?v=xqO3sfRZDAE)

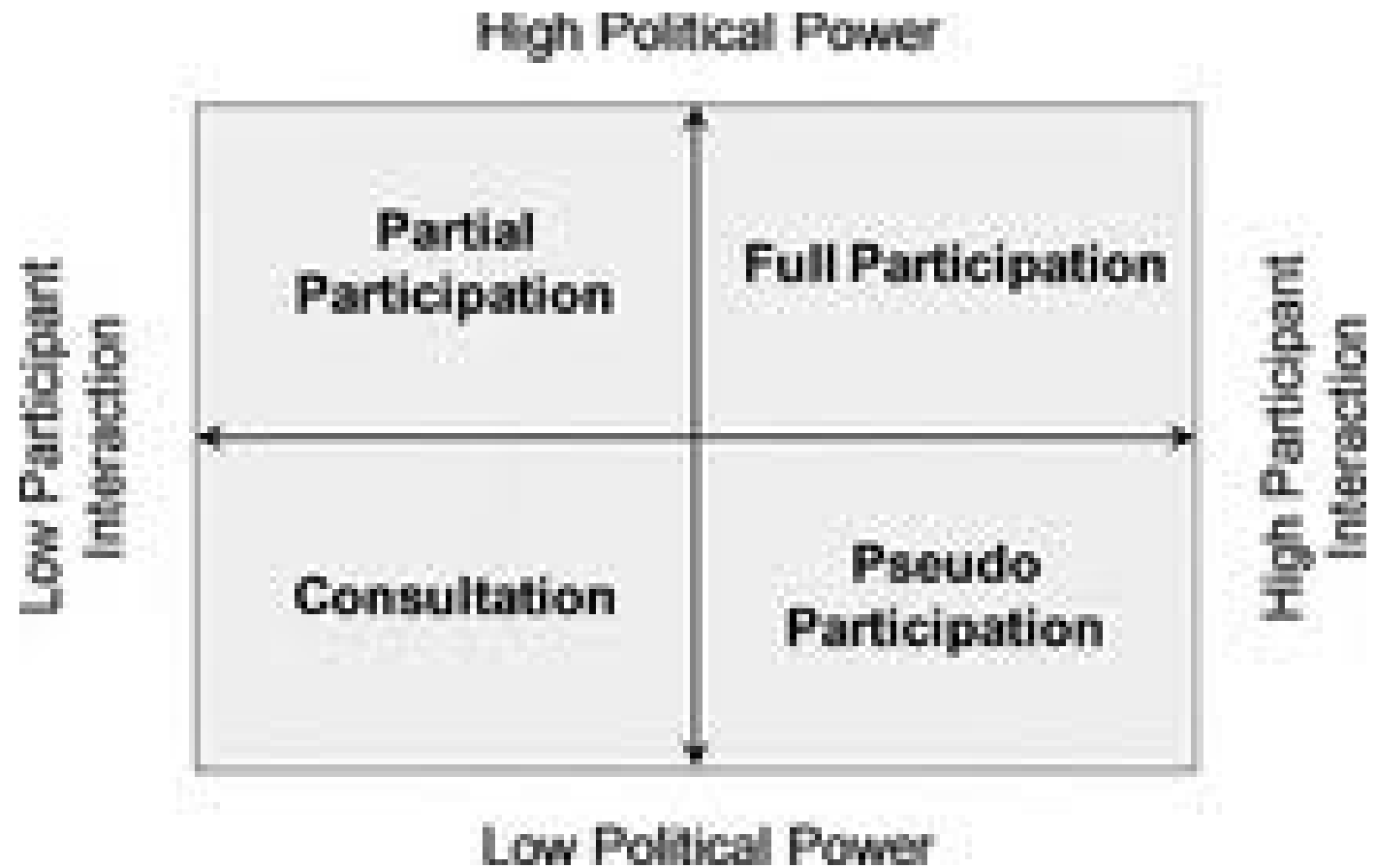
Employee involvement vs. employee participation

Involvement:

- Management initiated arrangements focused on the individual, with tight constraints on empowerment of employees and does not include organisational decision making

Participation:

- Embraces employees in the organisational decision making process on a collective basis



Employee Voice: Typology of Participation

	Information	Consultation	Codetermination/ Negotiation
Mahoney, 1987	Information- Sharing	Interaction	Influence
Pateman, 1975	Pseudo- participation	Partial- participation	Full participation

**There are
2 classic
ways of
'voicing'
concerns:**

Through a trade union

Or by means of statutory constituted bodies e.g. Works Councils, which give employees rights to information, consultation & participation in decision-making.

What is a works council?

- “a council composed of both employer and employees convened to discuss matters of common interest concerning a factory, plant, business policy, etc., not covered by regular trade union agreements”

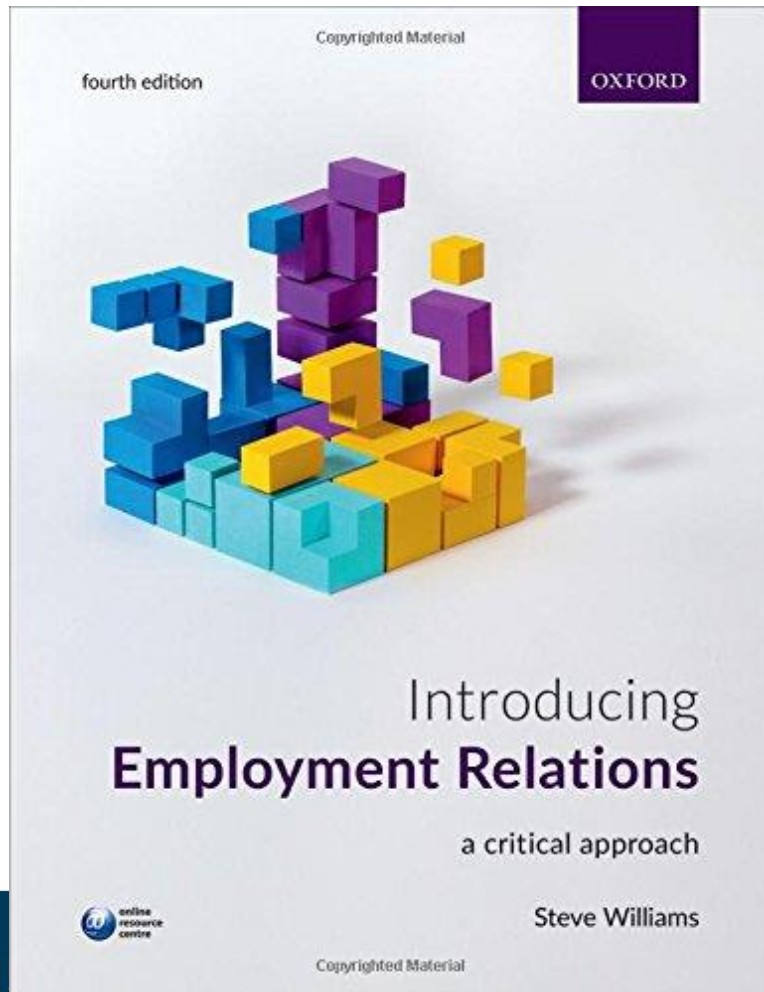
Plant or enterprise level of participation

Often used to plug gaps in collective bargaining

Employee Voice: Outcomes

- Increased employee wellbeing and motivation
- More engaged employees
- Higher productivity and innovation
- Less turnover = greater ROI

Summary



Perspectives on
employment
relations (ER)
and HRM

Actors in the
employment
relationship

Historical insight
into ER

Context and
trends

ER regulation

Employee voice

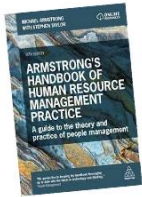
Campus MBA (FT/PT)

BMMB7025

Managing People In Organisations

Module Handbook

February-April 2024



Page 1 of 22

- Module information – pages 2 & 3
- Reading list – pages 3 & 4
- Journal and website links – page 5
- Scheme of work – page 6:
IMPORTANT! Keep up to date with this
- Assessments (and additional guidance) – Pages 7 (A1) & 14 (A2)



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



BMMB7007 Human Resource Management Campus MBA (FT/PT)

Lecture 6

James Moore

*Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives*



www.uwtsd.ac.uk



PERFORMANCE
MANAGEMENT



EMPLOYEE ENGAGEMENT

Performance Management

"A process which contributes to the effective management of individuals and teams in order to **achieve high levels of organisational performance**. As such, it establishes shared understanding about what is to be achieved and an **approach to leading and developing people which will ensure that it is achieved**"

(Armstrong and Baron, 2005: 20)



Performance Management

- Link overall business objectives with departmental/team/individual objectives
- Wider than performance appraisal which is just concerned with the individual and his/her performance and objectives

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



Goal setting

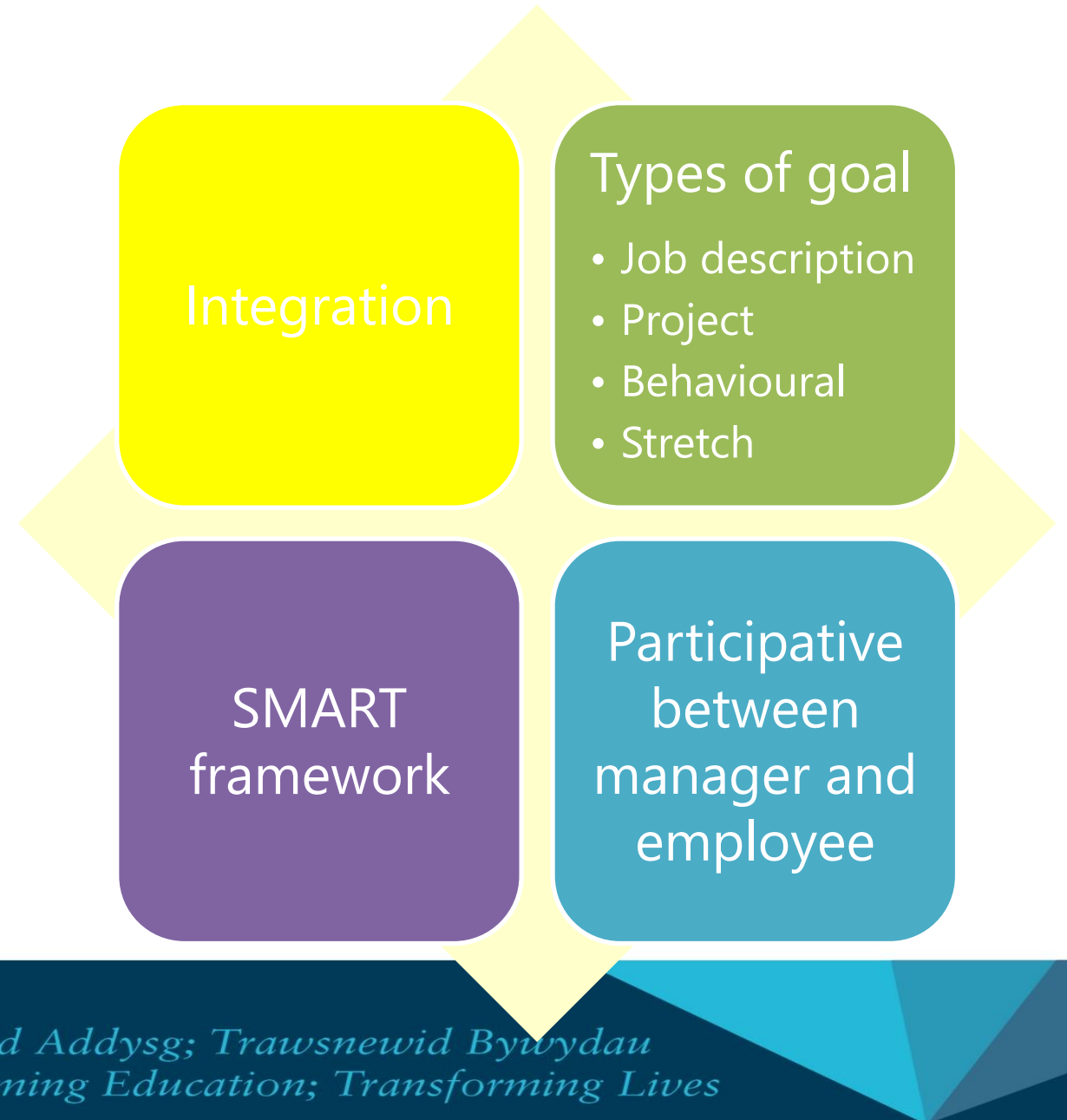


Performance review



Performance improvement plans (PIP)

Elements of performance management : **Goal setting**



Elements of performance management:

Performance review

Key features

- Continuous feedback
- Clear measurement
- Process driven
- Two-way communication

Type of performance review

- Ranking
- Forced distribution
- 360 degree feedback
- Competency based
- Management by objectives
- Graphic rating scales
- Behaviourally-anchored rating scale

Criticisms

- Frequency
- Past focus
- Too subjective
- Single-source feedback
- Bureaucratic
- Halo and horns effect
- Favouritism
- Accuracy

Elements of performance management:

Performance improvements plans (PIP)

- Varied use
- Components:
 - Employee information.
 - Relevant dates.
 - Description of performance discrepancy/gap.
 - Description of expected performance.
 - Description of actual performance.
 - Description of consequences.
 - Plan of action.
 - Signatures of the manager and the employee.

Problems with PM systems

Lack of senior
management
support

Seen as
'busywork'

Poor
communication

Lack of
consistency

Group question

- What are your experiences of performance management?
 - The good, the bad and the ugly...

Employee Engagement

“Workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of wellbeing” – Engage for Success

Four enablers of engagement

- Strong strategic narrative
- Enabling managers
- Employee voice
- Organisational integrity

Employee Engagement: Outcomes

Business outcomes: profitability, productivity, innovation, quality

HR outcomes: Discretionary effort, organisational citizenship behaviour

Wellbeing, job satisfaction, job involvement & empowerment

Disengaged Employees



Employee Engagement and the Psychological Contract

Employees promise to:	Employers promise to:
Work hard	Pay (linked to performance)
Develop new skills and update old ones	Delegate interesting tasks
Show loyalty to the organisation	Recognition for innovation or new ideas
Be honest	Reasonable job security
Be flexible	An attractive benefits package
Maintain high levels of attendance and punctuality	Opportunities for promotion
Be courteous to clients and colleagues	Respectful treatment

The role of HRM and management

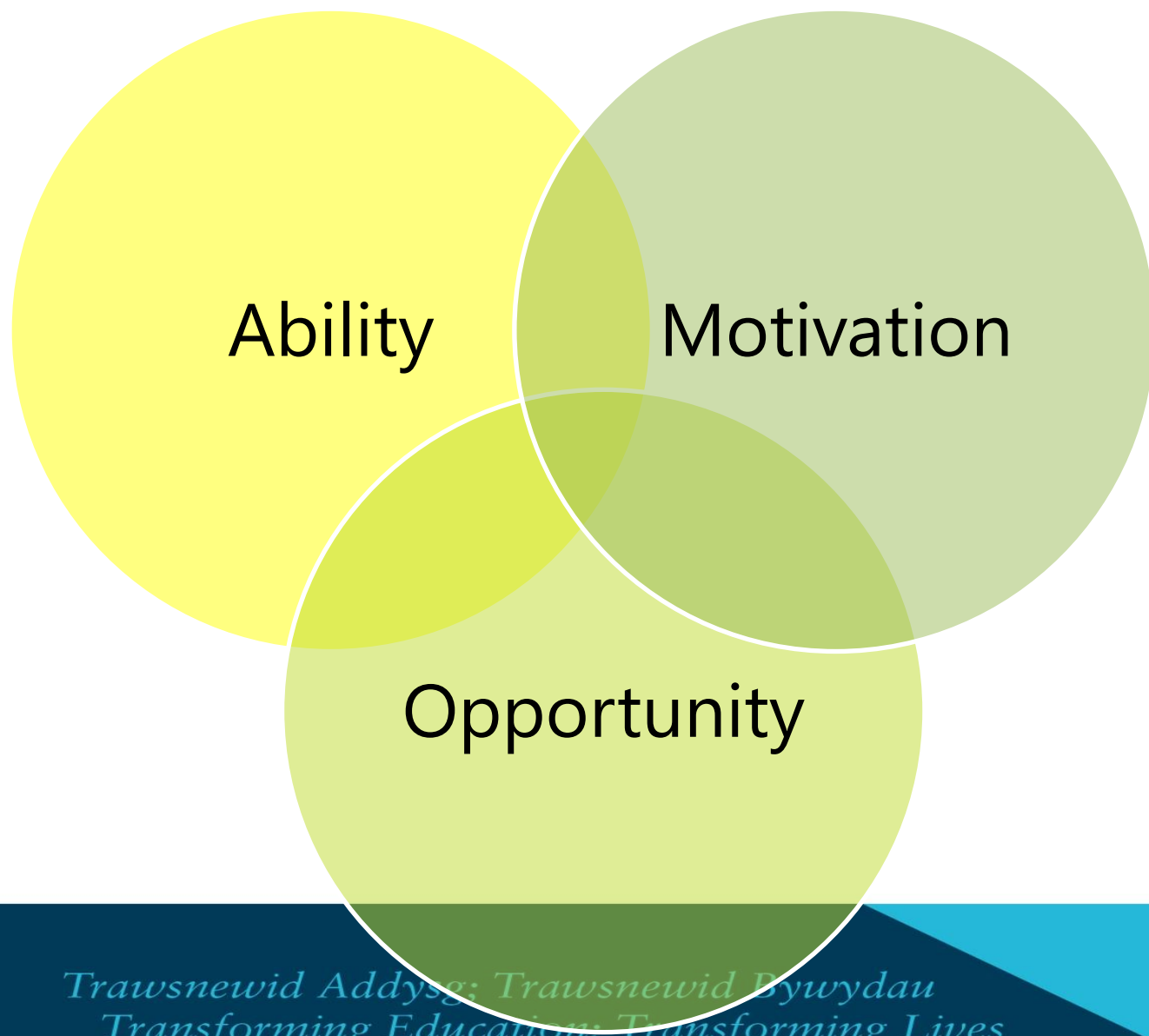
- HR should foster a culture of engagement
 - Job enrichment
 - Recruitment
 - Selection
 - Training and development
 - Performance management
- Line/middle managers crucial
- Senior management responsible for enabling line/middle managers



Activity:

How do we keep
employees engaged in the
age of increased diversity
& flexibility?

AMO Model



Today



Performance management



Employee engagement

We shape our buildings and
afterwards our buildings shape us

Winston Churchill

Every system is perfectly designed for the
results it is getting...

Don Berwick

Lewin's Change Management Model



Lewin's Change Management Model Pros & Cons

Pros		Cons	
+	Simple.	-	Difficult to tailor to specific needs.
	Easy to follow.	-	No step-by-step instructions
	Easy to communicate		

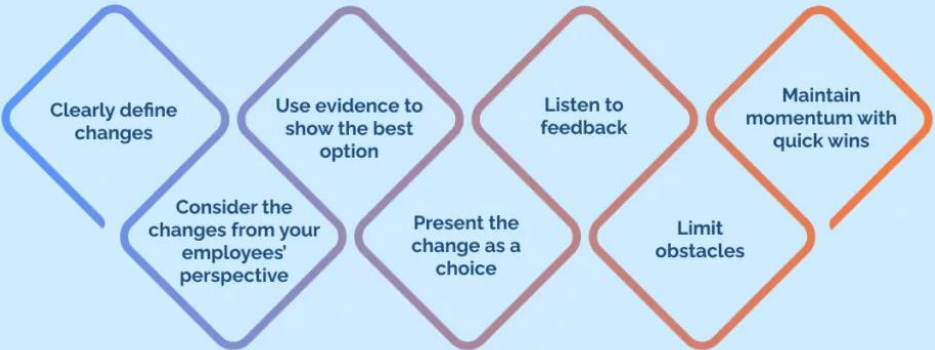
Kotter's 8-step model for change



Kotter's 8-step model for change Pros & Cons

Pros		Cons	
+	Practical.	-	Focuses on strategy, not employees.
	Stepped process.	-	Not suited to SMEs
	Room for review and adjustment		

Nudge Theory for change management



Nudge Theory for change management Pros & Cons

Pros		Cons	
+	It focuses on the employee experience and feedback.	-	It is oriented toward long-term changes.
	It can be more successful due to a gentle approach.	-	It requires large amounts of time and high staff retention.
		-	It can be costly.

HR has a Key Role in Change Management

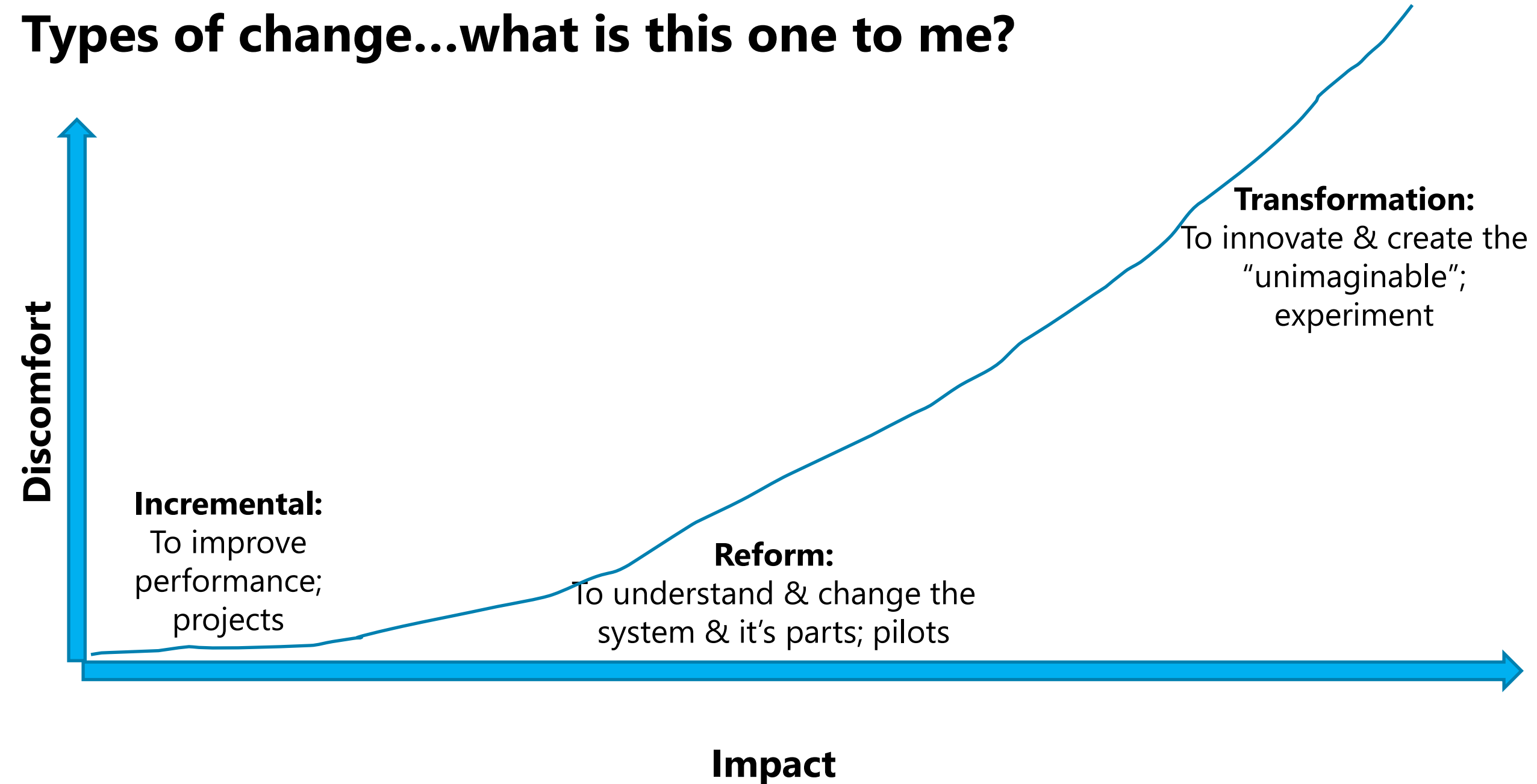
Contribution to Controllable aspects:

- Provide information on skills, impact on other parts of organisation, stakeholders, measuring success of change (e.g. turnover/absence rates)
- Advising on communication processes
- Changing policies/processes to support and embed change

Contribution to Uncontrollable (people's responses)

- Building trust, relationship management – ensuring people feel fairly treated
- Advising on reactions to change, gaining buy-in
- Reducing uncertainty, stress and improving job satisfaction through planning, good leadership
- Building a change ready culture

Types of change...what is this one to me?



Something new...how do we normally respond?

Every "change" will mean something different to each of us...

The length & depth will depend on our "map of the world"



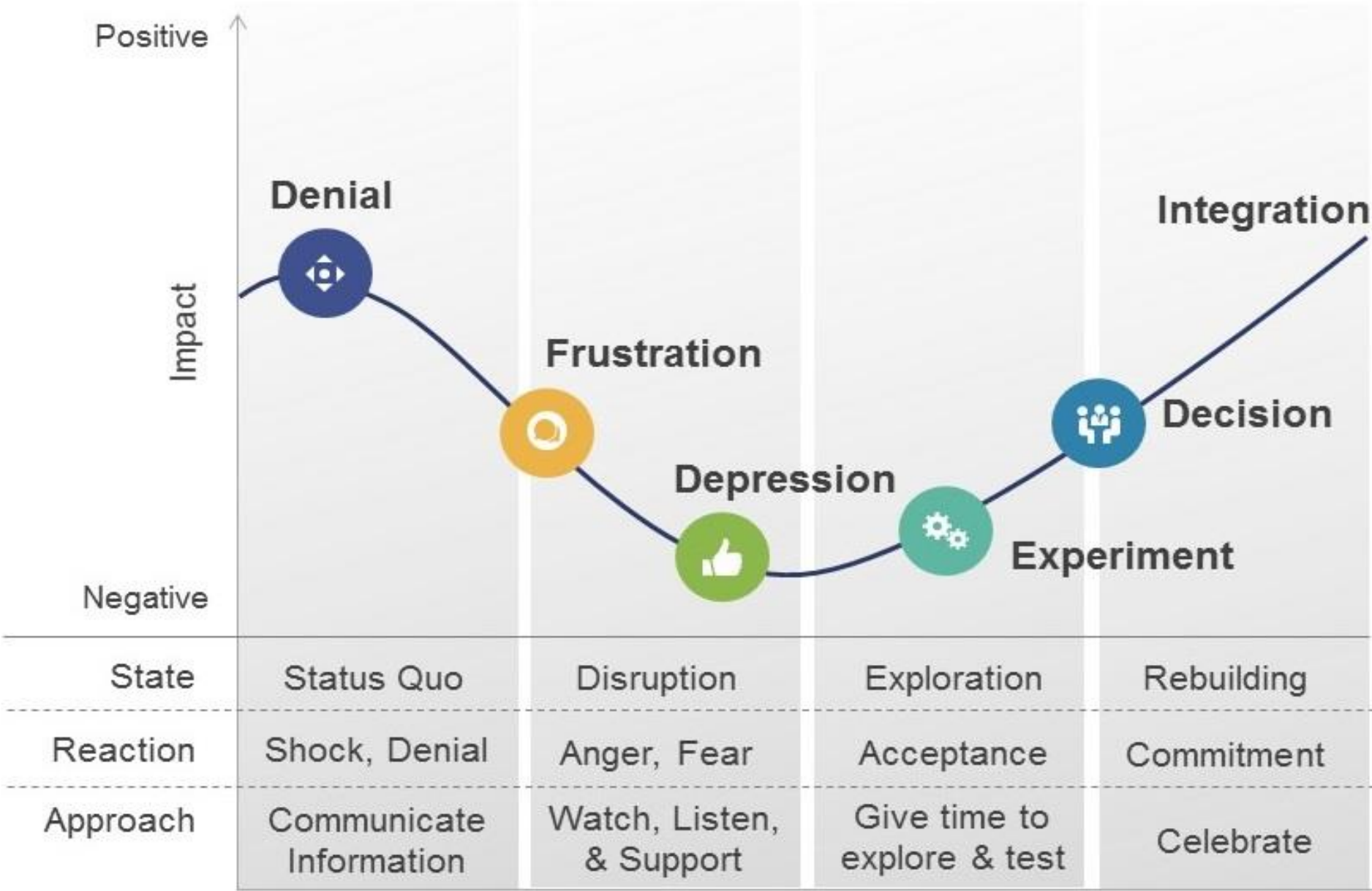
What should leaders/HR do during change?

Pay attention & notice

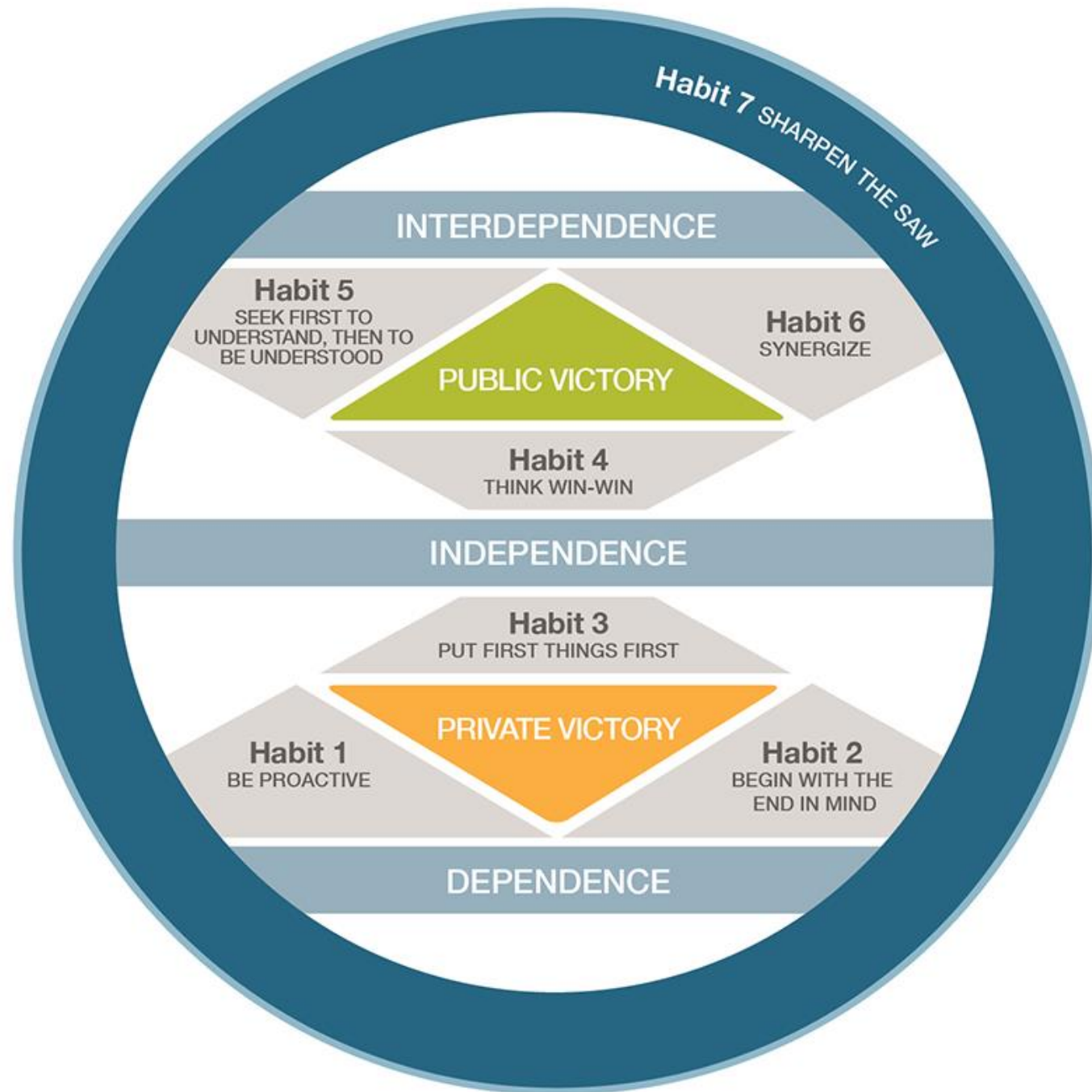
Adapt as needed

Make it safe for all emotions

The Kübler-Ross Change Curve



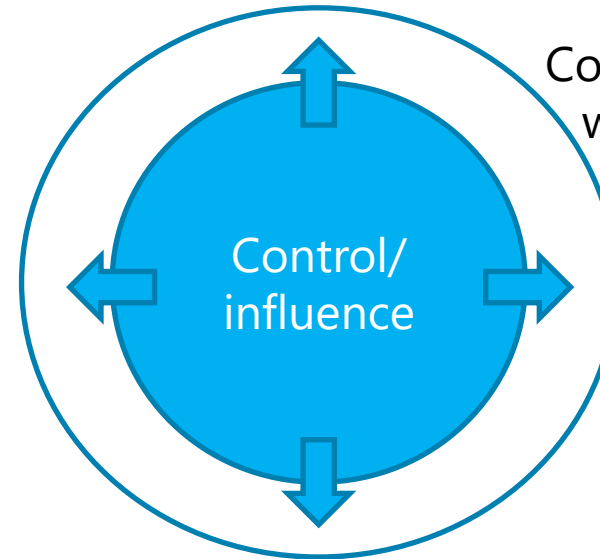
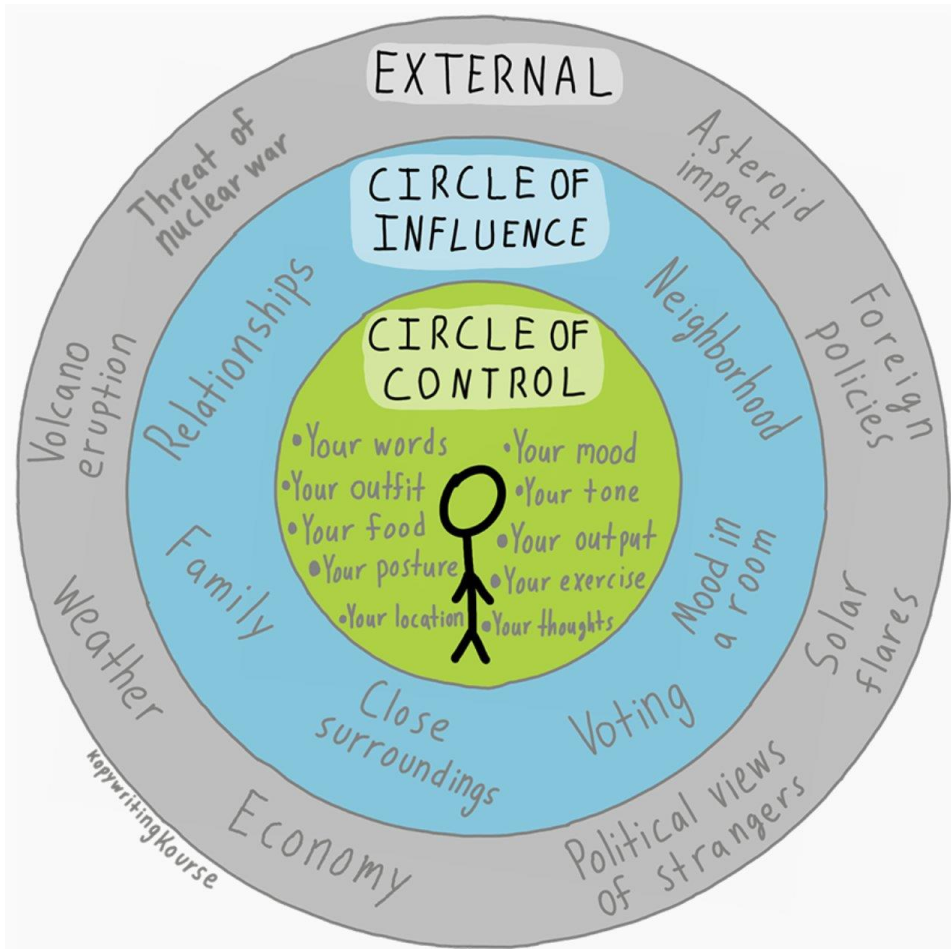
The 7 Habits of Highly Effective People



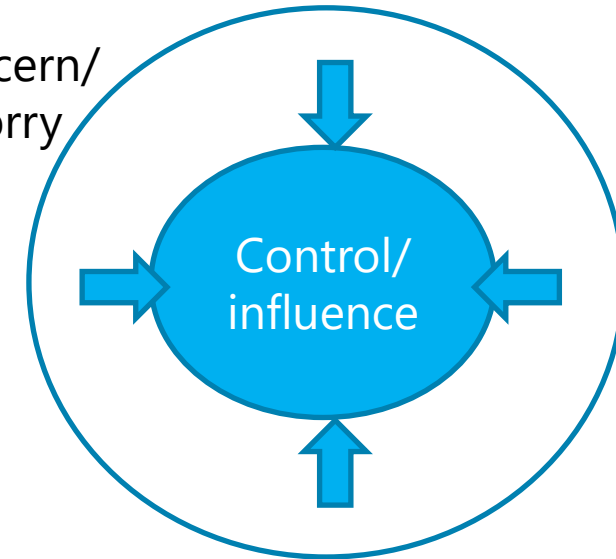
Steven Covey

Realising we have a choice...

...our circles of control & influence



Proactive



Reactive

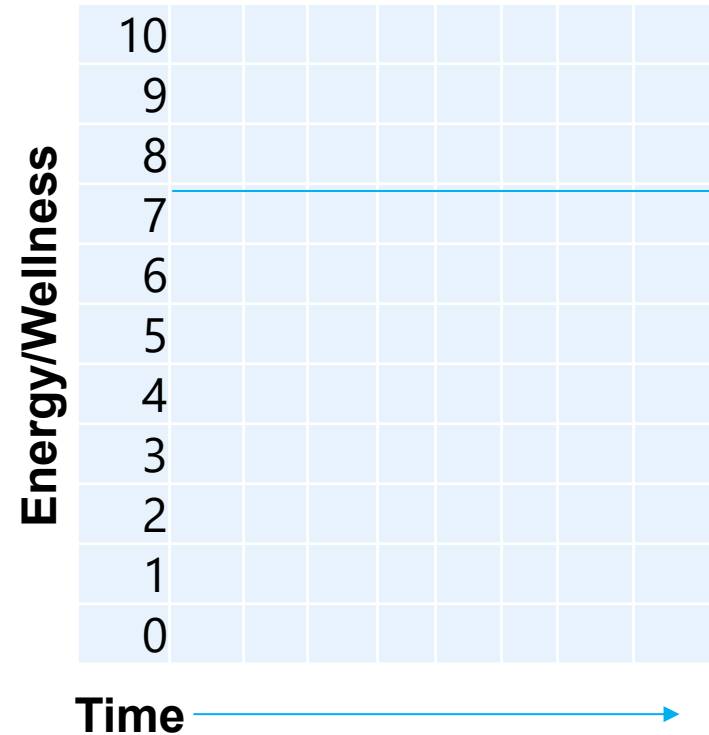
However stormy and what the size of our vessel,
"we are the master of our own ship"

*There is nowt
so queer as
folk*

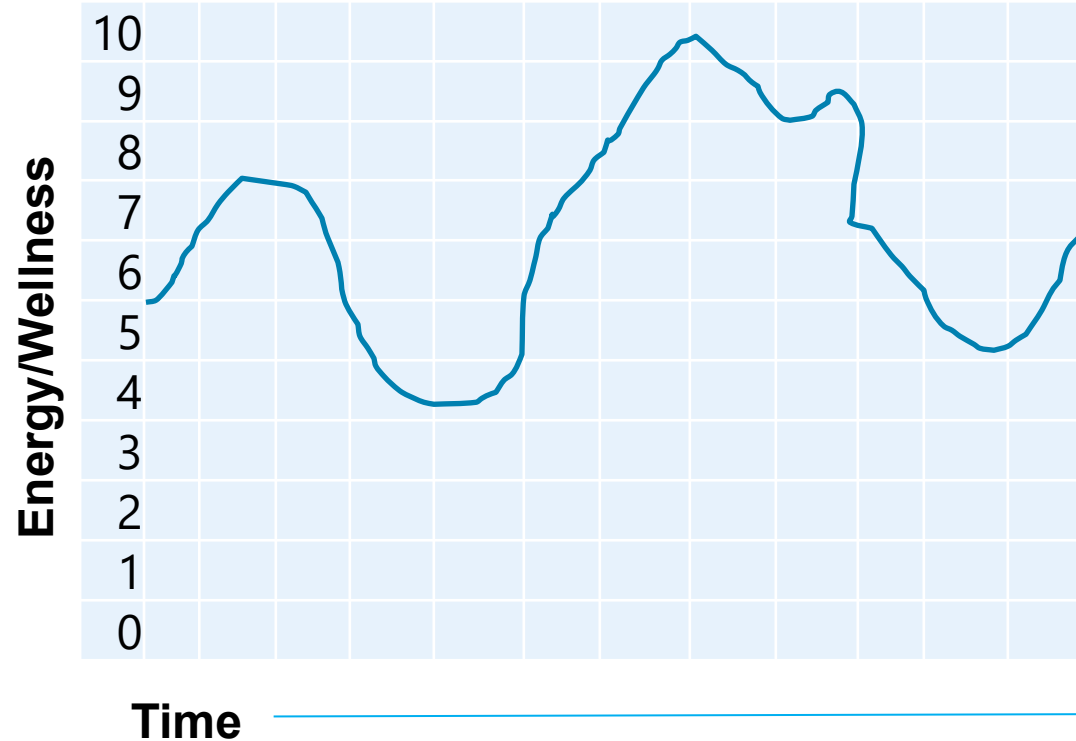
Sheffield
(Yorkshire)
expression

We are all different and weird...

How most work & life is “designed”



Our own normal energy flow normally
(any given day, week, year)

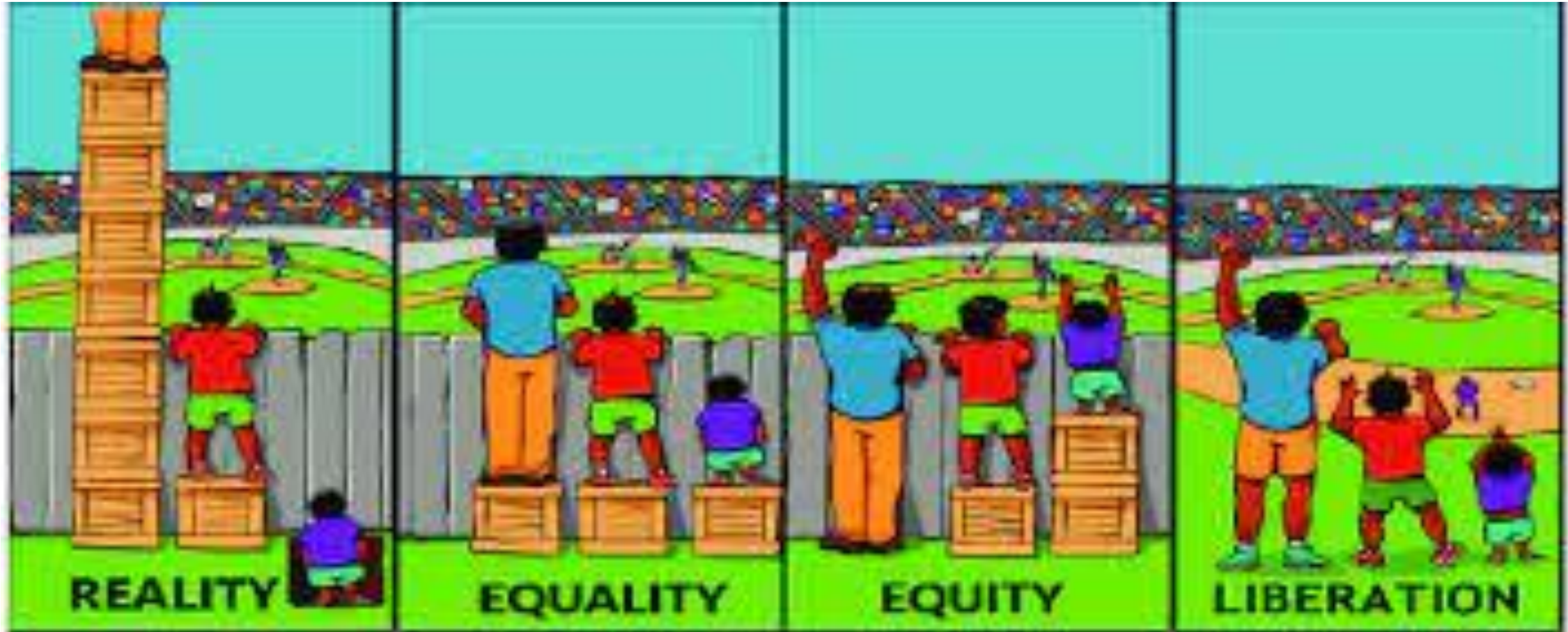


What do you notice about your energy & wellness? Highs? Lows?

What can I/we do so that you move up from where you are?

How can I help you to have as much energy/wellness at work as possible?

So what are you now thinking about differences and including everyone?

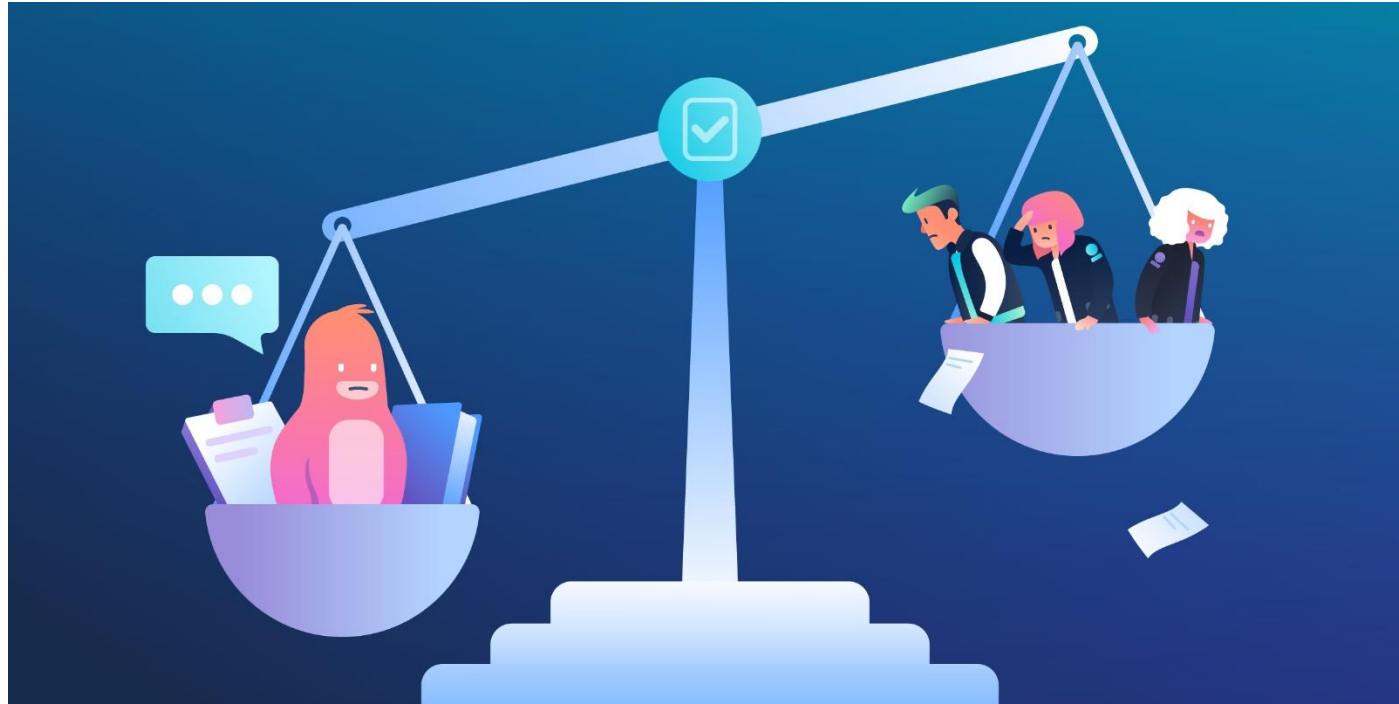


Gestalt/Dialectical Tension

“Me”

“Master
of own
ship”

Invictus – Henley



“You/Us”

“No man
is an
island”

J Donne

Both are true and their focus and force are ever changing

Getting the balance right...

Genuinely **value differences in individuals**
to include everyone and

Doing things together to a group norm
so that people collaborate/do things collectively

It is never perfect, and depends on our own values...

Too
Individual



Too
Collective

Valuing People - do we really?

I am OK You are OK HEALTHY No blame: focuses on issues	I am OK You are not OK ONE UP Blame others
I am not OK You are OK ONE DOWN Blame self	I am not OK You are not OK HOPELESS Blame everyone

