

Managing people

Assignment 2

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Executive Summary

The report has described a brief overview of Aldi. The report identified the employee engagement concept and the new working measures already taken by business organizations during the global Covid-19 pandemic. It described several drivers such as work environment, culture, transparency, work-life balance, diversity, direction, purpose, work environment, perks, benefits, and resources associated with employee engagement. The report elaborated diagnostics tools such as HR software, social media, employee lifecycle, surveys, and exit interviews for measuring the engagement of employees. It determined several strategies that a company can use for increasing employee engagement. The report showed that the company can also hold a regular gathering to encourage collaboration, creativity, and engagement among workers.

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Introduction

The report examines the concept of employee engagement. The report identifies the new measures that business organizations have already taken during the global Covid-19 pandemic. It describes several drivers associated with employee engagement. The report elaborates on diagnostics tools for measuring the engagement of employees. It determines several strategies that a company can use for increasing employee engagement.

Company Overview (Aldi)

Aldi is a supermarket company in the UK that was founded on 10 July 1946. Theo Albrecht is the founder of this discounted supermarket firm. This company is located in Essen, Germany, and serves products like household, clothing, general merchandise, and groceries. The company has more than 11,235 stores worldwide. It is the leading discounter firm in Europe that aims to provide products at a reasonable price and high quality to the customers. The company improves its business approaches continuously to sustain a competitive advantage over the market rivals like Tesco, Sainsbury, Ocado, and Walmart.

1. Concepts and drivers of employee engagement

Employee engagement is considered as the emotional commitment that individuals have towards a business organization and its goals. The emotional commitment of workers shows that they care and are concerned about the company or its goals (Sun and Bunchapattanasakda, 2019). Employees in that case not only work for the salary and promotion but to attain organizational goals. Employees use discretionary effort when they care about business organization and are engaged. Employee engagement relatively leads to increased outcomes, quality, service, productivity, sales, shareholders return, customer satisfaction, profit, and sales. A global Covid-19 pandemic has led employees to think more about their own mortality that makes them less engaged and more stressed at work.

Employee engagement shows the extent to which employees are motivated to work towards business goals. Business organizations have adopted several measures like working from home, flexible working, job design, and making the workplace safe during a pandemic. Work from home measures are taken by an organization that helps in improving inclusivity, less commute stress, better work-life balance, and money savings, Flexible working is adopted during a pandemic by organizations that help in reducing absenteeism, boosting employee morale, and better job satisfaction (Chanana, 2020). Organizations have restructured job design during the pandemic that helps workers in meeting company targets, spending quality time on work, and gaining new skills. The companies have adopted measures in the workplace like gloves, sanitizers, eye protection, and masks to ensure greater health and safety of workers. Following are the major drivers associated with employee engagement:

Direction and purpose: It is estimated that about 80% of workers are engaged with the work that is aligned with the core values and mission of the company. Aldi must have well-defined core values, culture code, value proposition, clear direction, and a well-defined mission to engage workers. A collaborative effort can be made by setting an organizational purpose and direction that can also help in recruiting a talented workforce. Through this driver of employee engagement, Aldi can hire and fire people based on their work engagement capabilities. This driver play important role in inspiring workers to do their best at the workplace (Risley, 2020). Aldi also needs to provide autonomy at work to the workers so that they can make decisions related to the job by themselves. When employees are given the freedom to choose their time management and apply their expertise in the work then they feel more invested and engaged in the company mission.

Resources and tools: This driver shows the ability of the company to allocate resources properly so that it can have a greater impact on the performance of workers. To prioritize and allocate resources efficiently, the company needs to stay in close communication with the workers and also consider their advice in improving the company strategy. Aldi can provide training and development opportunities to the employees to keep them engaged in the work and accomplish more during this pandemic (Popli and Rizvi, 2016). The company must provide resources quickly and easily so that employees can use emotional, physical, and intellectual energy to do work.

Work-life balance: It is estimated that about 80% of employees give more priority to maintaining work-life balance. Not only does workplace flexibility attract workers and align them towards organizational goals but they also need proper work-life balance to carry out the task effectively. Work-life balance is important for reducing stress and preventing burnout in the workplace (Khodakarami and Dirani, 2020). Aldi can improve the work-life balance of employees by offering them flexible or remote working, reviewing workloads, and encouraging them to take regular breaks from the work.

Work environment: About 60% of employees say that environmental factors like temperature and lighting have a greater impact on their productivity and performance. Several companies are moving towards a remote working environment to provide flexibility to the workers. Certain employees like to work in bright lights and silence while other people prefer to work in an environment that has dim lights and background noise. Aldi must ask employees the ways they can change or improve the working environment in terms of implementing quiet hours (Shaik and Makhecha, 2019). Employees are motivated and engaged in the company when they get a supportive work environment.

Transparency and company culture: Employee engagement increases when they are updated regularly by the senior executives about the business strategy. The company must avoid spreading rumors to reduce animosity and distrust among workers to keep them engaged in work. By building a transparent culture, Aldi can effectively address the concerns and conflicts of workers. Sometimes, new employees feel afraid to talk that leads to reduced engagement and productivity (Risley, 2020). The culture of the company also has a greater impact on the engagement of workers. Aldi can share informational updates, encourage social connections, celebrate employee's birthdays virtually and spotlight new hires to develop good culture and increase employee engagement.

Perks, benefits, recognition, appreciation, and compensation: This is another driver that helps in increasing the worker's engagement in the company. With the right blend of compensation, benefits, and perks, Aldi can design an ideal remote working environment, establish work-life-balance, and plan for a financial future that may have a direct impact on the engagement of workers. About 36% of workers are retained in the company if they get adequate perks and benefits. Employees mainly work to earn so that they can fulfill their ambition. Aldi can provide equitable pay with recognition and rewards to the workers so that their commitment, engagement, and motivation can be enhanced.

Diversity and inclusion: This employee engagement driver has a direct impact on the profits of the company and employee engagement. By creating an engaging work environment, Aldi can hire a diverse talent workforce. The company needs to ensure that all employees are welcomed and feel comfortable at work (Sherbin and Rashid, 2017). Aldi also needs to implement inclusion or diversity programs so that it can match up with the vibe and dialogues of other employees. By promoting diversity and inclusion at the workplace, Aldi can increase innovation, recruit top talent, improve brand image, and employee engagement.

2. Diagnostic tools to measure employee engagement

In today's multi-generational or mobile workforce, a company faces a lot of problems in building an engaged culture to drive company performance. It is estimated by several business organizations that they face about 87% of issues related to organizational culture and engagement (Barik and Kochar, 2017). To keep an eye on the success of the future, Aldi can consider the following diagnostic tools to monitor and measure the engagement level of employees.

Employee surveys: Surveys are considered an important tool to get feedback from employees based on their attitude, satisfaction, and feelings. The company can design a simple survey form and allow it to be filled by employees during a pandemic that can also help in increasing the participation rate and getting an honest response from remote workers. Aldi can use third-party administrators like Survey Monkey to get feedback from employees so that it can increase employees' comfort and engagement based on their issues (Burnett and Lisk, 2019). With a good survey, Aldi can gain a proper understanding of motivation, passion, or quality of work relationships, and levels of job satisfaction of the workers. With this tool, the company can measure employee engagement and also know several drivers like

work-life balance, professional growth, and community involvement apart from monetary incentives.

HR software: Surveying the employee engagement once or twice a year is best but it does not provide holistic, real-time, or ongoing feedback to the company. This is the reason that company must increase supplementing the periodic surveys through versatile software for gathering and tracking employee engagement. With the help of modern HR platforms, Aldi can collect feedback from employees and measure their satisfaction. This can help the company to manage employees can also store the result of surveys in one place. Aldi can also use performance software for facilitating and tracking more frequent communication and feedback from employees (Shrotryia and Dhanda, 2019). This can help the company to be on track and make employees work towards the company goals.

Social media: Social media is also an important tool that can be used by organizations to collect feedback from employees about their work experience and satisfaction. The company can measure the sentiment of workers by monitoring the reviews and ratings in Glassdoor. With the internal social media network, like the intranet, Aldi can allow employees to post ideas and engage in useful conversation. This can help company managers in understanding the team members and get a greater sense of company culture and workers' morale.

Exit interviews and take advantage of the employee lifecycle: Through well-designed engagement surveys, the company can ask the right questions from the workers. With this valuable feedback, Aldi can improve certain areas and attract or retain engaged workers. The company may conduct a written questionnaire in the exit interview to take feedback from employees about their working experience (Turner, 2020). The company can measure employee engagement through the employee lifecycle that is followed in the entire tenure. In the different stages of an employee working, Aldi can collect feedback from employees and build employee engagement programs for reinforcing the value proposition related to company culture and brand.

3. Strategies to raise employee engagement

An employee value proposition is considered as the unique set of certain benefits that are brought by employees in the company in return for their experience, capability, knowledge, and skills. The purpose of the employee value proposition is to deliver greater value to the shareholders, attract, motivate, or retain workers, and inspire customer loyalty. All the employees in the business are uniquely characterized through a great combination of work,

environment, opportunities, people, and reward (Motyka, 2018). To raise the engagement of employees, Aldi can develop a clear communication strategy, promote business transparency, communicate future strategies or plans, encourage workers to talk openly, give and receive feedback, practice social leadership and recognize their efforts towards work. Following strategies can be adopted by Aldi to raise engagement of workers:

Aldi may provide growth or learning opportunities to the workers, flexible working hours, stable jobs, and training to enhance their engagement during a pandemic. Aldi can provide rewards and recognition to increase employee engagement.

If Aldi shows greater care to the workers, then it can make them engaged and more productive (Chanana, 2020). The company managers can send frequent messages of support and encouragement to the workers like recognition or thank you cards during virtual meetings.

The company can invest in cross-functional training to support the growth, learning, and development of workers. The managers in Aldi can lead workers by example to foster a culture of support and support their well-being or engagement.

The company can provide flexibility to the workers and allow them to adjust their work schedules or location that best suits their needs. The company can encourage employees to take part in the volunteer program (Gupta and Sharma, 2016).

The company can also hold a regular gathering to encourage collaboration, creativity, and engagement among workers. Aldi can also clarify goals and responsibilities to increase the engagement of employees.

The company can encourage employees to practice maintaining a balanced lifestyle between their life and work. Aldi can increase collaboration to increase teamwork spirit among workers for raising employee engagement.

Aldi can foster a caring or authentic relationship with the employees and promote honesty in the workplace to increase employee engagement. The company can also look to create channels where employees can effectively raise their concerns and issues related to the organization and work (Motyka, 2018).

Conclusion

The report concluded that employee engagement relatively leads to increased outcomes, quality, service, productivity, sales, shareholders return, customer satisfaction, profit, and sales. The report has identified the new measures like working from home, flexible working, job design, and making the workplace safe that business organizations have already taken during the global Covid-19 pandemic. It described several drivers associated with employee engagement. The report has elaborates diagnostics tools like HR software, social media, employee lifecycle, surveys, and exit interviews for measuring the engagement of employees. It has determined several strategies that Aldi can use for increasing employee engagement.

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