

Managing People
Assignment 2
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Introduction

Employee engagement aims to create happier and healthier employees which can deliver more productivity, better quality of products and services and help company in innovating its processes that drives it to growth and success (Kumar and Pansari, 2015). There are various factors that define employee engagement within the company and motivates them to perform better. These could be the autonomy given to them to perform the job or opportunities that enable them to learn and develop more in the form of variety of tasks or responsibilities. It could also be support and training that the managers provide them, or the feedback provided to them on their performance and develop appraisal measures on that basis. This report aims to review the concept of employee engagement and its drivers. This report also aims to evaluate diagnostic tools to measure engagement. In the final part of the report, the employee value proposition.

At the begging of this year the whole world been in a globally pandemic situation. This is never been happening to us before, so we need to effort to react quickly and to make the best decision. The world has been transformed. In this year, a lot of business was on the edge of losing profits, closing, and bankrupt. The COVID pandemic is an ongoing and rising environmental crisis in any nation with a catastrophic health, economic and social effects. It is plunging the global economy into a historical crisis. The most companies face the pressures of massive market changes, supply chains, transport and mobility, and safety of workers. Workers and consumers are facing shocks. The terror of being infected.

Employee Engagement

The organizations want the employees to give the best. They will help them in improving performance (Leroy, 2018). The organizations use different methods to increase the motivation of employees and they will help the organization in achieving success. The employees will give the best when they feel that they are important. The employees are motivated when they have trust and good communication between the organization and the people working. An organization has many employees who are making the organization achieving success. The organization is monitoring the performance of the employees and they are attracting customers by giving them what they want. They are giving them salaries according to the industry average and the employees are motivated to improve the quality of work.

The factors of employee engagement:

1. Understanding the needs of customers - The organization helps the employees in understanding the needs of customers because they are working to improve the performance. Organizations in the industry have good employees who are skilled, and they want to increase the satisfaction of customers. The organizations will have different employees at each level, and they will provide methods to increase the needs of customers. The employees will get a salary and commission when they perform better than employees in the organization. (CIPD, 2019)
2. Growing together - The organizations are helping the employees to give better services to customers, and this will make the organizations grow and the employment growth is dependent on the benefits given to the employees. Organizations provide many rights to the people in the organization. They are helping the employees and satisfying their needs. The employees have

different needs, and they are in the organization for success and the organizations should help the employees in achieving the needs. (CIPD, 2019)

3. The employee's performance - The organization gives a good salary to the employees who perform better. Organizations are making employees increasing their needs and they will motivate them to attract customers (Crane, 2017).

Drivers of Engagement

1. Leadership and management – Leaders are those who guides employees towards achieving targets according to company objectives. Therefore, they play a very important role as driver to employee engagement. They are responsible to provide a good working culture which enables employees to get a clear picture of the job and the expectations from them. Clarity eliminates the chances of conflicts and disparity. Even when there is disparity into implementation of employee engagement, it is leader and manager who is responsible for mending those bridges. Line managers are the immediate supervisors of the employees. They are responsible to hold dialogues with the subordinates and, understand their issues better than senior leaders (Leroy and et.al., 2018). They must be empathising, appreciative and motivating towards their subordinates so that employee productivity can be increased, and the organizational efficiency and effectiveness can be ensured on the line of organizational values and vision.
2. Improved job engagement – Job engagement refers to those efforts on the part of employers which are aimed at increasing job satisfaction and commitment of the employees. Efforts like designing good job profile for employees and presenting such opportunities to employees that increases their personal and professional capabilities, improving work environment, providing them adequate and necessary training and development programmes add to the job enhancement and satisfaction of the employees. This encouragement would inspire people to follow their jobs and provide at their best. (Crane, 2017)
3. Employee Voice - It is important to your employee retention efforts to ensure that your employees feel that they have a voice within in the company, and that that voice is listened to. Without a strong employee voice strategy, it can be risk escalating the disconnect between employer and employee. Addressing issues surrounding employee voice will allow to better engage with the team and encourage innovation in the workplace. Creating a culture that will serve to boost the success of the company. (Armstrong M. and et.al., 2014)

Diagnostic tools to measure engagement

The organizations have different methods to measure the performance of employees and they will help them in giving good products. The organizations are having a social media presence where they can analyse the performance and the methods to improve. They will help them in understanding the needs of customers. Social media is the fastest method to analyse performance. (Mone, and et.al., 2018). Below mentioned are the tools to measure employee engagement:

Surveys – This is one of the traditional approaches used by employers and HR of companies to take feedback from the employees. These could be pulse surveys or single-click polls which includes readymade questions in a questionnaire related to issues they are facing in the company which could

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range from relationship with peers, relationship with managers, job satisfaction, personal growth, chances of recognition, monetary compensation, etc. These surveys also include questions on the factors that makes employees happy with the company and what changes they would like in HR processes that will increase their commitment with the company. (Li and et.al, 2020) These surveys are filled online in most organizations these days and observations based on these surveys are analyzed by HR.

One-on-Ones – This is one of the most effective method of measuring employee engagement. HR could either take one-on-one meeting with all the employees at a regular scheduled structure or can take one-on-one meeting with team leaders to discuss issues that could be hampering job engagement. (Armstrong M. and et.al., 2014)

Recognize employee activity – Recognition of employee efforts is one of the simplest tools to have maximum impact on employee engagement. Defining HR processes that not only identifies but compensates achievements of the employees. This improves competition among employees, and they strive to perform harder so that they can be recognized. However, employers need to develop a balance between creating a competitive environment in the company and not letting it become a reason of power tussle and toxicity in environment by increasing conflicts. (Armstrong M. and et.al., 2014)

Company can also use other tools like convening discussions among focus groups, measuring retention rates and their reason for being in the company, track productivity metrics and factors that motivate them to work harder. These efforts by HR improves helps in increasing revenue and reducing cost of the company. Also, such efforts by employers make employees feel more loyal and connected to the business. These operational efforts look regular in nature, however, have a deep and profound impact in the employee engagement as it is one of the key drivers of work culture in an organization and helps it achieve positive business outcome. (Armstrong, 2016)

Positive Engagement

Organizations must believe in empowering their employees and takes all possible measures that increase the well-being of their employees so that they can lead the company to the path of development. Employee engagement refers to the process of improving organizational work experience for the employees in concurrence with the values and purposes of the organization. Organizations must believe in empowering their employees and takes all possible measures that increase the well-being of their employees so that they can lead the company to the path of development. Motivated employees are committed to the organization and have a high level of productivity and performance. They improve job engagement of employees so that they can define new and innovative processes to define operational processes of the organization in concurrence with the values and purpose of the company in which they work, which increases their organizational engagement. These measures aim to design a positive work environment for them and improve their learning and development opportunities. Employee engagement measures in such difficult conditions also improve the capabilities of employees and employers in facing any tough times together which improves the working culture of the organizations in the industry (Armstrong, 2016). When employees believe that organization works with a purpose and has behavioral norms that they must adhere to and based on which they must be governed, it makes the process of employee engagement clearer and easier for both employers and employees.

An employee value proposition in the organization

The value proposition is the importance of the employees for working in the organization. The employees are motivated to perform when they are getting a good salary. The organizations give a good experience to employees and they will help the organization to achieve success.

- Communicate with the employees - The organization should communicate with the employees what is important for them and this will make them feel that they are important. Organizations are making the employees give good reviews and they are making the organization improve performance. (Armstrong M. and et.al., 2014)
- The employees should have a weekly discussion with the organization. The employees of organization relate to other departments and they make the plans to increase performance. The employees are working together to achieve success. The organization will have to monitor the performance of the employees. (Torrington D. and et.al., 2020)
- The organization should have activities that will help the employees to understand the needs of the employees. They will work together, and they will have to improve the performance of the organization. Organizations in the industry have many employees who come from diverse ethnic backgrounds. The organization should give them a good environment and they should feel that they are important. (Torrington D. and et.al., 2020)

Real-Life Example EVP's

In the company which I work for cultural behaviours are important. Working with Caffè Nero is being part of the family and care about each other and put effort into getting along and being happy. The communication with the Managers and Area Managers is clear and true, they always support us. Every store has a Team Meeting every month, so can talk about how can be improved in the teamwork. It is good to meet with your colleagues outside workplace because you can know each other better in a more relaxing atmosphere, that's why every 3 months we have Pizza Night out from the company.

Conclusion

From the above report it is concluded that the organization should make the employees achieve success. The employees are the most important factor that will help the organization in improving performance. The organization have many employees and they have needs that should be satisfies because the employees will help the organization growing when they are getting what they want. The employees should help the organization improving the performance because they will get good salary when they are attracting customers. The organizations monitor the performance of the employees and they are motivated to perform better when they get good salary. The organization are increasing the needs of the employees and they will help the organization to improve the performance. The employees should make the organizations attracting the needs of customers.

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