



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

Vlada Popov

ID number: 1907614

Module: LCBB5004

Managing People

Module Lecture's Name: Dr. Rahman Mushfiqur

Table of Contents

Introduction.....	3
Employee engagement.....	3
Drivers of employee engagement	4
Job autonomy	4
Support & coaching	4
Feedback	4
Opportunities to learn and develop	5
Task variety.....	5
Responsibility	5
Tools to measure the engagement.....	7
Employee value proposition	8
Strategies to raise employee engagement	8
Good job design	8
The work environment.....	9
Training and development programs	9
Performance management.....	9
Improved leadership quality provided by management.....	10
Conclusion	10
References.....	11

Introduction

Employee involvement includes positively empowering and improving attitudes and behaviors that contribute to progress in business performance (Truss, 2018). The task is to analyze conceptual and real-life methods used in the attraction, participation, deployment, and retention of employees by an organization in an attempt to promote high performance by individuals, achieve organization's goals and stay ahead of the competition.

Employee engagement

Employee engagement is an organizational strategy that ensures the all company members will play their best in every day, dedicated to their organization's priorities and principles, inspired to make an organizational accomplishment, with an increased sense from well-being. The engagement of employees concerns positive views and behavior that contribute to better results in a way that triggers and strengthens one another (Bedarkar and Pandita, 2015).

Involvement happens when employees are dedicated and driven to reach high standards of success. Two things interrelate:

Job engagement:

When workers have flexibility since they figure their employment fascinating, demanding and rewarding.

Engagement in the organisation:

When workers connect with their company's principles and purposes and feel it is a wonderful environment to work and continue.

Employee engagement in GUESS SHOP can be vital for the performance of the business. It gives strong links to employee satisfaction and morals. Interaction is a vital component of employee involvement in development and maintenance (Bridger, 2018). Engaged workers would be more active and effective. They are often much more committed to the principles and objectives of an organisation.

Drivers of employee engagement

The greatest driver of employee engagement is a feeling of gratitude and involvement. This is intuitive, considering that many aspects already defined for interaction are part of the 'feeling meaning and the participation' predictor. There are enormous drivers of employee engagement.

Six most popular drivers are discussed below:

Job autonomy

In encouraging workers to complete their job, this driver performs a major role. The embodiment of micro-management and self-employment implies that workers are trusted to determine the best way to do the role. In light of the ability to control your time and to use your skills, workers are much more likely to become interested in the organization and its purpose (Bedarkar and Pandita, 2015).

Autonomy ensures that workers can influence their working environment so that they can do the best they can. As an assistant manager at GUESS SHOP in the UK, autonomy starts to inspire the staff to start-up and solve problems. Team's micromanagement sends the message can be a significant cause of disengagement and low employee satisfaction. Employment autonomy is essential to the ability of GUESS SHOP to develop and produce outstanding leaders.

Support & coaching

Do workers have the tools to accomplish their objectives? Or are obstacles and a loss of support stopping significant milestones from being hit? The calculating target support, which decides whether or not workers are supplemented in their positions, addresses such questions and others such as them (Bridger, 2018).

Employee engagement needs support and coaching. A supportive leader can understand the problems of all the employees. Employees can share their issues with the leader at any time without any hesitation. Thus, it will increase the involvement of employees (Bedarkar and Pandita, 2015).

Feedback

The receiving of relevant and valuable feedback allows workers to realize either they meet standards or not. The most effective standards can improve themselves. Constructive feedback can

also improve employee partnership, not just impacts involvement. (Sustainability.guess.com, 2019)

SWOT Analysis

- Strengths: Brand equity, world leader with the design, family business.
- Weakness: middle luxury products, the high price for the quality, small salary.
- Opportunities: real leather bags and unique style, collaboration with celebrities, strong position in the world.
- Threats: High targets, location with another big brands, multiple locations.

Opportunities to learn and develop

This driver relates to the fact that leaders and managers who promote subordinates' professional growth have opportunities to expand. It is important to have not only the proper tools but also to inspire teams to seize the opportunity.

It's not just a part of finding more from the people to have training and growth opportunities. People are mindful that work can be demanding, rewarding and inspiring. There are new ways to address challenges and improve skills. To ensure the GUESS SHOP constantly learns and evolves in all areas of the company (Truss, 2018).

Task variety

Task Variety is a concept used to describe the variability of circumstances in which tasks can occur even though the key similarities between tasks are in several situations, any methodically structured task can be carried out which add complexity to the execution (Turner, 2020).

Bringing variety in tasks can remove the monotony of doing the same task over and over. It can also increase the different skills of the employees.

Responsibility

Open jobs are also easily repleted with top talents within organizations. This and the growing number of workloads and flat structures in today's employment can contribute to a perceptible shortage of skills and career opportunities for people. Managers will continue to participate through the fostering of empowerment and accountability within the positions of their workers.

Tools to measure the engagement

Companies around the world are suffering the effects of coronavirus (COVID-19). It is anticipated that leaders will resolve several overlapping problems that worsen the difficulties they have already faced in ensuring the safety, health and efficiency of their workers rather than override them.

GESS SHOP would need the opportunity to evolve and perform to see the future and to adapt to the future technological changes that they face, customer demands and working methods. Even though transition can be dramatic and challenging, it also gives companies a significant opportunity to concentrate on their employee engagement and enable them to fully leverage their workforce (Holbeche, 2015).

Employee wellbeing:

Several potential gaps in the structure deplete the employees' well-being for example job insecurity, workload, poor working relationships (Holbeche, 2015). This can use quick assessments to review the employees periodically to find and appreciate several hotspots as developers navigate the pandemic (Alfes and Rees, 2018). If people know where their wellbeing is low, where the stress is great, where people have concerns about personal security, or where there is a lack of help to balance work and personal responsibility, they are more likely to make healthy choices about health (Truss, 2018).

Employee resilience:

The capacity to change, adapt, sustain effectiveness and step away from challenging circumstances is resilience. It is not a stationary phase; the resilience depends mostly on the needs of the market, familiarity or preparation, and the essence of sustainability profile underlying individuals. GUESS SHOP recognizes that given the coronavirus (COVID-19) pandemic, workers have to adapt in many respects to an evolving working climate (Soane and Edwards, 2016).

It is a daunting job to quantify employee participation. All critical elements for effective measurement include the preparation of the survey, and maintaining a high rate of response.

In survey testing, the key difficulty is to get only one shot. There is a fair risk that anyone would be invalid if they make a wrong statement. A substantial part of the entire survey could be unnecessary.

Employee value proposition

The value given by the corporation to its employees is an employee value proposition (EVP) for the value it adds to the organisation. This is the incentives, promotions and the expertise and talents provided to workers for their contribution (Nieto, 2014). Gartner says that pay, balance work-life security, place and respect are five basic elements of an EVP.

The value proposal for certain workers varies from the employer brand. The EVP gives all staff an internal pledge, which sets out how people work for a certain firm. The company culture, on the other hand, is how they market the value bid to work applicants externally (Kotler and Keller, 2017).

The value proposition of GUESS SHOP is a pillar of their brand. It lets the business develop their brand's inner and outer perception and attracts and preserves its organization's talents. The EVP also separates it from rivals to appeal for the interests, principles, desires and wishes of certain candidates (Holbeche, 2015).

With the improvement of vision and the attraction of talents, GUESS SHOP will help create and grow a great EVP. Simply put, without a talented workforce, corporations cannot grow to run the show. They will help improve the company and eventually a business' image when they manage to acquire and sustain the right talent.

Strategies to raise employee engagement

It can be a delicate situation to improve employee involvement in the workplace. As an employer, one must ensure that workers enjoy their work and are eagerly and happily present at the office every day. Followings are the strategies to raise employee engagement:

Good job design

The design of employment requires deliberate efforts to organise roles, tasks and duties into the workplace to accomplish those goals. An HR manager must be very involved in designing and defining individual workers (Truss, 2018). Job design consists of merging tasks to form complete

jobs in the workforce, while job redesign focuses on how current jobs are modified (Kotler and Keller, 2017).

For instance, by redesigning job management, motivation for self-management teams GUESS SHOP can be improved.

The work environment

Daily working can be a tough experience, particularly if the workplace atmosphere is not entirely comfortable. Employers ought to try whatever they can to build a particular and enjoyable work environment that represents the company's branding (Alfes and Rees, 2018).

For example, begin to repair the dark spots in the workplace or the air conditioning that doesn't work in the summer (Nieto, 2014). To promote the working atmosphere is certainly a fast way to can the participation of employees.

Training and development programs

The human resources department has a vital role to play in learning and support. Education refers to a systemic setup in which workers are taught technical skills about their work. The goal is to teach workers how to use specific tools or how to do complex jobs to make them more effective (Turner, 2020).

In comparison, progress refers to the overall growth and maturity of management people in holistic and educational roles. The growth process focuses on insights, roles, ability to adapt, leadership and relationships with people. (Sustainability.guess.com, 2019)

Performance management

Performance management is a systematic communications process which takes place over the year in between supervisor and subordinate to achieve the company's strategic objectives. The communication methods involve the clearing of objectives, the setting of priorities, the recognition of goals, input and outcomes (Kotler and Keller 2017).

Performance management is a mechanism that allows managers to track and analyze the work of their workers (Nieto, 2014). GUESS SHOP can deploy performance management to create an environment in which people can work most effectively and efficiently to the best of their ability.

Improved leadership quality provided by management

One of the insights about improving employee engagement is being a leader for the team. Some managers don't bother to support their employees either because their workload is daunting or because they don't bother to help (Alfes and Rees, 2018).

Improved staff participation often means supporting other workers who have difficulties, no matter how busy they might be as a role model. Offer the assistance when anyone has seen them fail or know that the mission the leaders are given needs extra assistance.

Conclusion

The entire assignment deals with employee engagement. The report discusses the drivers of employee engagement, tools to measure employee engagement. Further, in the assignment, it is also described the strategies to enhance employee engagement. Employee engagement is a very crucial part of every organisation to retain employees as well as to develop its brand image.

References

- Alfes, K., and Rees, C. (2018) Creating an engaged workforce: findings from the Kingston employee engagement consortium project.
- Bedarkar, M. and Pandita, D., (2015) A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, pp.106-115.
- Bridger, E. (2018) *Employee Engagement: A Practical Introduction*. 2nd ed. London, England: Kogan Page.
- Holbeche, L., (2015) *Aligning Human Resources and Business Strategy*. [Place of publication not identified]: Routledge.
- Kotler, P. and Keller. (2017) *Marketing Management*. 14th ed. Upper Saddle River, NJ: Pearson.
- Nieto (2014) *Human resource management*. 2014th ed. London, England: Macmillan Education.
- Soane, M. and Edwards, J. (2016) *Working life: Employee attitudes and engagement 2006*. Chartered Institute of Personnel and Development.
- Truss, C. (2018) *Employee engagement in theory and practice*. Edited by C. Truss et al. London, England: Routledge.
- Turner, P. (2020) *Employee engagement in contemporary organizations maintaining high productivity and sustained competitiveness*. Cham, London: Springer Nature.
- Sustainability.guess.com. (2019). [online] Available at: <https://sustainability.guess.com/wp-content/uploads/2017/09/GUESS-FY16-17-Sustainability-Report.pdf> [Accessed 5 Dec. 2020].