



LCBB5004

Assessment 2

Managing People

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Introduction

The report will focus on the concept of employee engagement and the methods that are utilised by companies to increase the commitment level of the workers to organisations. It will present an overview of the methods and strategies used by an organisation to increase the engagement level of the workers. This will discuss the models and theories that can be utilised by the organisation to improve the commitment of the employees to the company. The report will also analyse the methods that can be used by the organisation to measure the engagement level of the workers. Some methods and ways are also discussed in the report regarding employee value proposition.

Review of methods and models for employee engagement

Engaged employees have better productivity and an affective relation with the responsibilities of their job role. It is found that the concept of 'employee engagement' was 1st presented by Kahn. According to Kahn, employee engagement is about harnessing the workers of an organisation to their job roles (Sun and Bunchapattanasakda, 2019). Employee engagement requires flexible utilisation of behaviours and emotions. This includes not only behavioural but also traits, and psychological engagement of an employee. On the other hand, Rasool *et al.* (2021), states that employee commitment is the commitment that a worker demonstrates towards their job role and the firm. Enhancing workers' engagement results in an improvement in productivity levels and a reduction in employee turnover (cipd.co.uk, 2021). This also assists in improving the customer service of an organisation and the performance level of the firm. It is the responsibility of the human resource department and the managers to improve the engagement level of the employees. Maintaining a positive work environment is very necessary for the engagement level of the workers. A workplace with bullying, discrimination, harassment and other negative factors impacts the motivation as well as the commitment level of the workers. The organisation is using various methods for employee engagement which are discussed below.

The outbreak of the coronavirus pandemic and the implementation of lockdown created serious issues for organisations due to which they had to transform and modify their working strategy. It is noted that about 50% of the European people worked to form their homes due to the eruption of Covid-19 (Galanti *et al.*, 2021). The organisation also utilised the **work from home** strategy to overcome the issue of the pandemic. This strategy has both negative as well as positive sides to it. An organisation needs to provide the employees with germane skills and resources for the work from home strategy. Another factor that poses a negative side of this strategy is the family-work conflict. This refers to the interference of family in work commitments which can hamper the productivity of an employee. On the other hand, states that the application of the work from home can increase the motivation and engagement level of the employees. The usage of work from home reduces commuting time and increases work-life balance.

They are some disadvantages of the implementation of the work from the home strategy which includes the cost of working from home and communication issues. It also poses an issue for an organisation as it hinders their ability to monitor the performance level of the employees (Moretti *et al.*, 2020). In contrast, working from

home provides an employee with psychological benefits which results in better work engagement and work-life balance. This also provides workers with job satisfaction which decreases employee turnover. For example, **Meta** uses the work from the home method which has helped them to increase the productivity of the employees (facebook.com, 2022). It is found that some employees feel isolated due to the usage of work from home strategy. Providing the workers with **flexible working time** helps an organisation in increasing the satisfaction level of the employees (Davidescu *et al.*, 2020). This will help the organisation in providing their employees with stability between personal and professional lives. It will also increase the productivity level of the workers and promote employee development.

The organisation has utilised the method of **restructuring the job roles** of employees to enhance their engagement level of workers. It is found that it helps in motivating employees who are unmotivated by their repetitive job roles and responsibilities. This method includes changing the job roles of workers and allowing them to perform the duties of other positions for a specific period. According to Love (2021), this assists organisations in increasing employee commitment and retention levels. The usage of this method helps in motivating the employees effectively and increasing their productivity level. For example, **Loreal** uses job rotation in its “**Management Trainee Programme**” which assists the company in increasing the skill set of the employee (loreal.com, 2022). This includes several job rotations across various roles which increases the knowledge and experience of the employees. It is found that **Deloitte** also utilises this method to enhance the skills of the workers and increase their engagement (deloitte.com, 2022). The company provides its employees opportunities for internal rotation on a global level.

Providing employees with a safe and secure work environment is also important in enhancing the engagement level (Yuan *et al.*, 2021). Employers who are scared or have negative feelings have less productivity. Since the eruption of the Covid-19 has influenced the behaviours of employees by creating fear of getting infected by the coronavirus. Providing the workers with a “**Covid-19**” **safe work environment** is necessary to help them overcome their fear of getting infected. This will help the workers in focusing on their job roles and responsibilities and provide quality work. The application of the mentioned methods for employee commitment enhancement will assist the firm in increasing the productivity level of the workers. For example, **Tesla** provides their workers with a 'Covid-19' safe workplace that are concentrated on reducing the fear of employees getting infected (The Tesla Team, 2020). The company has minimised interaction between employees and added partitioners.



Figure 1: The Zinger Model

(Source: Rachapalli, 2021)

Some various models and theories can be utilised by the organisation to enhance the engagement level of the workers. The utilisation of the '**Zinger model**' will help the company in building the commitment level of the employees towards the organisation (Suyanti and Absah, 2019). This model consists of a total of 10 important actions that a leader should take to encourage employees and enhance their commitment. David Zinger created this model in a pyramid structure which includes four stages. The first stage includes the well-being of employees, energy level, meaning or purpose of their working, and strength development. On the other hand, the second row consists of building relationships, fostering recognition, and mastering moments to make the employees engaged mentally and physically. The third row of the pyramid is about increasing the performance level and making progress and accomplishing the aims of the organisation stays on top (Ramakumar and Priyadarshini, 2021). This will allow a company in increasing the commitment level of the employees towards the organisation. The application of this strategy will help in creating a positive work environment that will foster the engagement of workers. One of the key factors of this model that will enhance commitment is recognition and rewards.

Evaluation of methods to measure the employee engagement level

Analysing and evaluating the commitment of employees help an organisation in gaining information and idea regarding the productivity level of the worker. This also helps them in identifying the weakness and strengths as well as the high performers of the organisation. It assists the managers of an organisation to make effective

decisions regarding the improvement of employee engagement. Various tools can be utilised by the organisation to measure the engagement level of the workers. It is found that engaged employees perform better and are more resilient (Bridger, 2018). Methods and tools like employee surveys and feedback can assist the company in measuring the commitment level of the workers.

The usage of an employee survey will assist the organisation in recognising the weakness and strengths of the workers (Huebner and Zacher, 2021). It will also assist the company in recognising and evaluating the motivation level and commitment of the employees towards their job roles and responsibilities. The organisation can implement this method to gain knowledge regarding the factors that are motivating them and the elements that are discouraging them to perform their best. It will also help the organisation in measuring the engagement level of the employees and the performance of the workers. This will allow the managers of the organisation to gain access to the viewpoint of the workers and align them with the objectives of the organisation. For example, **Microsoft** uses the 'Daily pulse checks' in its working system which allows them to measure the commitment level of the workers (microsoft.com, 2021). Microsoft uses this method to survey their 180,000 employees and gather data regarding the factors that motivate their employees and their expectations of workers. This allows the company to modify their employee engagement factors and strategies. It has helped them to identify that the workers of the company get motivated and engaged because of work-life balance, meetings, and focus time.

Another method that can be utilised by the organisation for measuring the engagement level of the workers is the feedback approach. It is found that feedback from supervisors and co-workers encourage innovative behaviour in an employee (Eva *et al.*, 2019). The usage of the feedback method allows an organisation in gaining knowledge regarding their performance and the factors that motivate them. Positive feedback encourages the workers to perform better and engage with their job roles better. The information regarding the performance level provides knowledge regarding the engagement of the employees. It is found that feedback help in fostering innovative behaviour of workers through commitment. Collecting feedback from the employees can also be beneficial in measuring how engaged the employees feel. For example, **Amazon** utilises the feedback method to gain knowledge regarding the engagement level of the workers (aboutamazon.com, 2022). The retailer collects feedback from eth employees regarding the factors that are helping them perform better and increasing their engagement level.

Employee value proposition ideas

An organisation needs to provide value to the employee in exchange for what they bring to a company. The concept of '**employee value proposition**' is about the benefits that a worker receives in exchange for the capabilities, skills, and experience they bring in an organisation (Salau *et al.*, 2018). According to Matthews (2018), providing the workers with **rewards**, **motivating** them, and **improving communication** are some effective employee value propositions. Providing rewards and benefits will help the organisation in retaining and keeping the employees engaged. It is found that providing workers with rewards and recognition is beneficial for employee engagement (Madhani, 2020). For this, the application of **Herzberg's two factors** and **Maslow's theory of needs** are beneficial for rewarding and giving recognition to the workers.

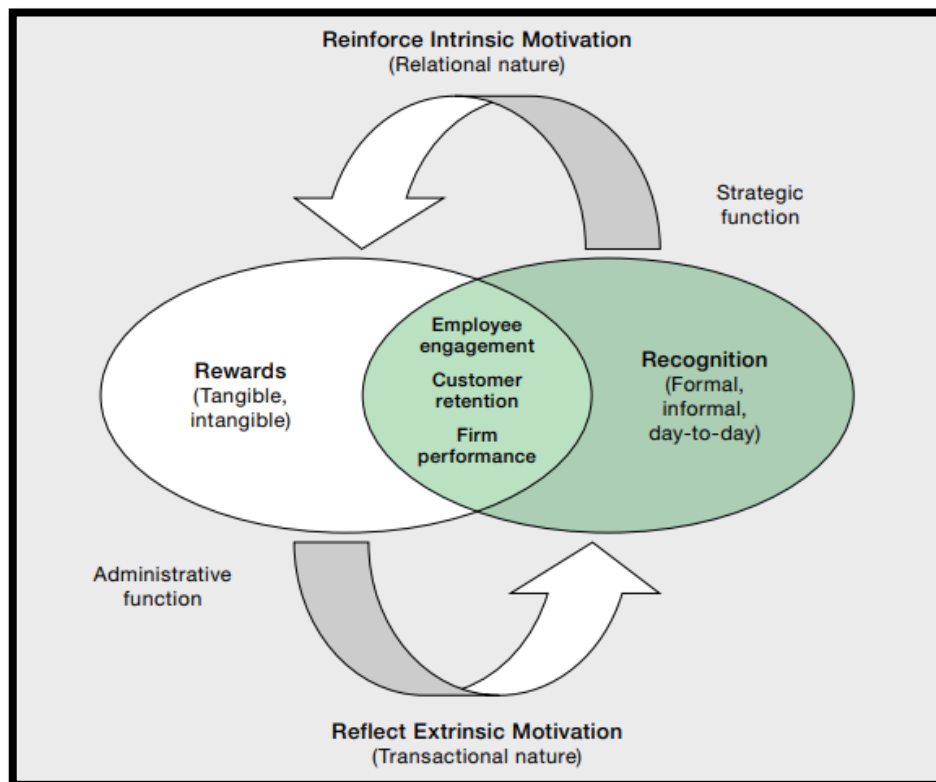


Figure 2: Relationship between recognition and rewards in employee engagement

(Source: Madhani, 2020)

It is found that providing workers with the opportunity for career development and learning also helps in increasing the motivation level of the employees. Providing rewards and benefits are also effective in retaining and keeping the employees committed to the organisation. For example, **Hubspot** provides its employees with various benefits such as work from home, skill development, online courses, continuous learning, and many more (hubspot.com, 2022). This allows the company to keep their employees engaged and motivated to perform their best. Hubspot concentrates on proving its employees with an experience that is extraordinary by building a culture that consists of learning, belonging, and flexibility. Hence, the organisation can also implement the above-mentioned strategy for employee value proposition. This will help the firm in increasing the employee engagement level and the performance of the company effectively. The utilisation of the Zinger model will help in fulfilling all the needs and demands of the workers which will assist in the employee value proposition,

Conclusion

To conclude, the usage of methods and strategies like work from home, 'Covid-19' safe workplace, flexible working time, and job rotation will be beneficial for the company. These methods will help in improving the engagement level of the employees. The usage of the Zinger model will also help the managers of the company in motivating the employees and enhancing their commitment to the company. It is noted that the usage of employee surveys and feedback will be effective for measuring the commitment of the workers. Providing the workers with rewards and recognition will assist in the employee value proposition. The company can also provide their workers with the opportunity for career development and skill enhancement offer for employee value proposition.

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