

Managing People

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Module code: LCBB5004

Assessment 2

Contents

Introduction

3

1

Employee engagement	4
Drivers of employee engagement	6
Evaluating diagnostic tools to measure Amazon's employee engagement	7
Constructing an employee value proposition	9
Conclusion & Strategies	12
References	13

Introduction

Human resource management is one of the most important parts of an organisation where employee engagement is the prime focus. Employee engagement is the concept where it is made sure that the organisational manpower is utilised perfectly and their ability is properly measured. This assignment's main intention is to represent all types of actions that are connected with employee engagement. A detailed case has been acknowledged on this topic in this report. Moreover, this addressed various concepts related to employee management drivers and the effect it puts on the employees. Some vital measurement tools are also portrayed in its reflection and a practical value proposition is also advised. This assignment has helped to recognize organizational strategic means for the employees to perceive effective future steps. In this assignment, the concept of employee engagement and drivers behind it, diagnostic tools for measuring employee engagement, and construction of EVP has been discussed from the perspective of Amazon.

Amazon is the worlds' biggest online retailer as well as a technology company that offers digital streaming, cloud computing, etc. It has started its journey with bookselling and now has expanded its services. Amazon Prime, Amazon Fresh, Amazon Go are some of its online services. Alexa, Kindle, Goodreads, IMDb, Echo are some of the worth-mentioning products and subsidiaries of Amazon which made our life easy and comfortable.

Employee engagement

Employee engagement is used to show the employee's dedication, willingness, enthusiasm towards their defined job and organisation. It is a concept of Human Resource Management. It shows employees' emotions about Amazon and their specific role in this organisation. Employees can be categorised into four different categories according to their engagement in the organisation and those four categories are highly engaged, moderately engaged, barely engaged, and the last one is disengaged (Saks & Gruman, 2014).



Figure 1: Four Categories of employees' engagement (Ryba, 2021)

The level of employee engagement makes a huge change in the organisation's output. If Amazon's employees are engaged in their works and responsibilities, they will be more focused on their works, more conscious about their role and responsibilities, will develop moral habits, and enjoy higher job satisfaction (Taylor & Woodhams). These will increase the success rate of Amazon. Highly engaged employees work as brand advocates of the organisation and motivate other employees to put their best out there. Moderately engaged employees even though enjoy working here but for some reasons underperform and avoid extra responsibilities. Then comes the next category which is barely engaged employees who want to change their job place and are in search of a new one. These types of employees even do not take their job responsibility properly. And lastly disengaged employees are the ones who don't like working in Amazon. Disengaged employees do not feel aligned with their job roles, responsibilities, work environment. It will be an important task for Amazon's managers to tackle these types of employees.

Drivers of employee engagement

Different factors play a role in the employee engagement process. It is a subjective concept which varies from person to person. Some of the main drivers of employee engagement are described below-

Organisational Culture: How works are being done and the way employees should behave in the organisation sums up Amazon's organisational culture (U khan, Usoro, Majewski & Kuofie, 2010). Organisational culture is fixed by the management level. Organisational culture has a strong influence on how employees feel about Amazon. Amazon is an innovative organisation that always works towards unique projects. New ideas are always welcomed here. Here, employees can put unique ideas or work concepts that will show that employees are engaged in the organisation. If there is more scope to give opinions and involve in the decision-making process, employees will feel more connected and engaged.

Employee Value Proposition: EVP (Employee Value Proposition) refers to the rewards, advantages, and benefits are given to Amazon's employees in exchange for employees' work performance (Heger, 2007). EVP is an important factor in employee engagement. If EVP gets aligned with the employee's value and professional goals, the employee would be more interested to work in Amazon and which will ensure employee engagement. Even EVP helps in attracting passive job seekers towards the organisation.

Adequate resources: Amazon should be well-occupied and designed to help the employees. Employees need different tools, techniques, software, machines to finish their responsible jobs (Taylor, 2018). If the organisation cannot offer enough tools to do the work, employees will feel frustrated. They won't be able to put their 100% and will feel disengaged. Resources and equipment should be always available to the employees. The management panel should be careful about this aspect.

Recognition: Other than financial benefit, employees put their best effort to be recognised and get rewarded. Rewards and awards are the big motivators to inspire the employees. Amazon should recognise the employees' effort and made them feel seen and heard. That will make employees feel more connected to the organisation and eventually improve employee engagement.

Evaluating diagnostic tools to measure Amazon's employee engagement

Definite tools are required to measure Amazon's employee engagement. Some of the diagnostic tools for measuring employee engagement are employee surveys, Exit interviews, HR tools, etc. These measurement systems are described below-

Employee Survey: The simplest and most used diagnostic tool Amazon can use for employee engagement is conducting an employee survey. There are so many different types of surveys available out there like IES Engagement Survey, Towers Perrin Rapid Engagement Diagnostic Survey, and Workplace Insight Tool, etc. All of these serve different purposes. Where IES Engagement Survey covers topics like organisational commitment, Workplace Insight Tool shows the way employee engagement and changeable areas of the organisation are interrelated (House, 2021). Amazon's managers should choose the most appropriate employee survey system according to the organisation's goals and missions. To get the best out of the survey, the whole procedure should be done anonymously so that employees can give their opinion fearlessly (Sanchez, 2007). Amazon's management can involve any third party like Survey Monkey to conduct the employee survey without any fear and discomfort.

Exit Interviews: The employee survey covers normally the common areas. But it is not enough. Asking tough questions like why any employee has decided to leave the organisation is also important, especially when the employee has contributed a lot in the past (PILBEAM & CORBRIDGE, 2010). Asking these questions will help to understand where Amazon can bring a change or how things can be done differently. An exit interview can be happened before or after leaving the organisation. Amazon can provide a written questionnaire to the employee before leaving the organisation or after one or two months of leaving to get feedback.

HR Tools: Surveying once a year is not enough to see the actual engagement picture. To understand the actual situation, Amazon needs to collect data more frequently. Digital HR tools like performance management software can help in this case (Armstrong & Taylor, 2017). This tool will help Amazon with collecting data more frequently, sorting them in one place, and managing the employees based on this information. Besides, this tool will also capture and track frequent conversations between managerial panel and employees which helps in managing work balance and ensures employee engagement.

Social Media: Social media like Glassdoor, Company Intranet, etc. can be also helpful in measuring employee engagement in Amazon. Employees give ratings on the Glassdoor website. Amazon's managers can monitor this site to measure employee engagement. Amazon can also use the organisation's internal network where employees will give their feedback and ideas for organisational betterment.

Constructing an employee value proposition

About employee value proposition has been discussed earlier. Employee Value Proposition includes all types of monetary and non-monetary benefits, recognition, awards, etc. EVP is important for attracting potential employees to the organisation. Amazon should focus on designing a unique Employee evaluation proposition to attract potential skilled employees and create a strong employer brand. To design a unique EVP, the organisation should assess Amazon's core strengths. According to Employee Value Proposition: The Complete Guide to Building a Great EVP(2021) 5 core components increase employee engagement through constructing a unique EVP and these core components are being described below-

Financial Benefits- Financial benefit does not only mean salary; it also includes bonuses, stock options, etc. Besides, it is not the main motivator for the employees rather it is just a part of constructing an Employee Value Proposition.

Non-Financial Benefits- These types of benefits include paid leaves, retirement benefits, health insurance, company organised holidays, etc. These benefits should be customised based on Amazon's goals, missions, visions, culture, employees' expectations, etc.

Career Development- The employees need to assess the career development situation in Amazon. There are many aspects that are covered under career development and some of those are promotion opportunities, career guidance, technical training, usage of new technology, leadership training, and so on (Torrington, et al., 2014). Even if Amazon fails to offer a handsome salary at any point of its lifetime, it can use a good career development and growth opportunity to attract qualified potential employees towards the organisation.

Organisational Culture- Strong organisational culture is necessary for constructing Employee Value Proposition. It helps in developing strategies for Amazon. A strong organisational culture includes trust, work collaboration, clear communication, aligned the employees' goals with the organisation, etc.

Work Environment- Amazon should have a positive work environment to construct an attractive Employee Value Proposition. Work life balance, flexible working hours, proper work recognition, definite role and responsibility, simple communication system create a positive work environment in Amazon. A positive workplace will push employees to be creative and thrive more.

It has been clear what the main components to design an EVP are. Now, the discussion will be held on the steps of constructing a unique EVP. There are six steps in constructing EVP which is given below-



Figure 2: Construction of EVP

Assessing current offerings: The first step of constructing an EVP is assessing what key components have Amazon and what is not. From the above-mentioned 5 key components, what components are available to which extent should be assessed in this step objectively and with the opinions of employees.

Interviewing the employees: An employee survey should be done to know what motivates Amazon's top employees to give their best. Past employees should be also included to know what could have been done differently to make them stay. This feedbacks would help to attract potential employees.

Defining Amazon's key components: This step constructs the new EVP based on the finding from the employee survey. It will cover the financial and non-financial benefits, organisational culture, growth opportunities, etc. Also, Amazon should offer different EVPs for different roles like recent graduates, senior officers, professionals, etc.

Writing down the EVP: Amazon's unique EVP should be crystal clear and aligned with the organisational and employees' goal.

Promoting the EVP: Amazon should promote its new EVP in different channels in this step.

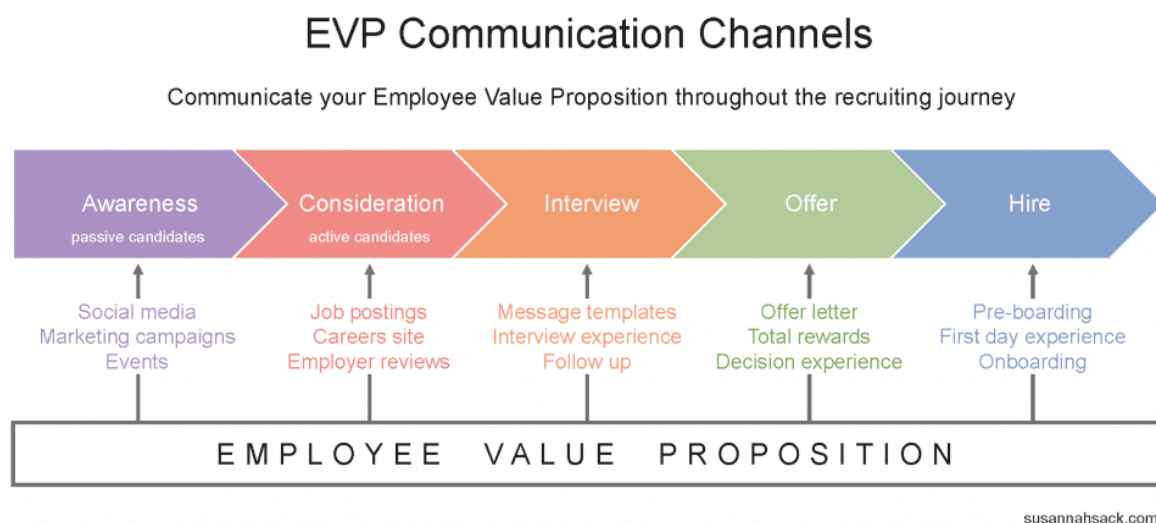


Figure 3: EVP communication channels (Approach and Approach, 2021)

Amazon can use newsletters, blogs, etc. to promote the EVP internally. Externally, the company can use LinkedIn pages, job postings, etc.

Reviewing the result: Results can be measured through engagements on social media posts, increased applicants, etc. Amazon should review the EVP periodically as employees' priority changes over time.

Following these steps, Amazon can construct a unique EVP and raise the employee engagement level.

Conclusion & Strategies

This report is based on various views of employee engagement activities present in an organization. This report has been created based on how a company in the given case is applying several strategic means for increasing the rate of employee engagement. This employee engagement can be perfectly calculated by using useful tools and this report precisely acknowledged some of the few commonly used ones. It also showed how the company can create a good employee value proposition under the pressure of different communication means. Furthermore, this report is concluded by appraising all the rigidly undertaken tactics by the company used only to make the organization's employees more diligent.

From the report, it has been clear that employee engagement is important for overall organisational growth. Therefore, Amazon should develop its strategic plan to offer career opportunities. In this Covid - 19 pandemic, everyone is concerned about his health. Amazon can offer health insurance and other safety protocols to ensure everyone's safety. It will make employees more connected to the organisation and also improve EVP. Other than that, employees' input should be recognised properly through a grand function delivering awards and bonuses. These steps will help to increase employee involvement and offer great EVP.

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