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1.Introduction

People management is a strategic procedure of managing employees ensuring a high level of employee engagement. People management can be also defined as a set of practices that encompasses end-to-end talent acquisition, talent optimisation, and talent retention processes providing continuous support to the business and guidance to employees of an organisation. This is a key subset of human resource management that monitors all the important aspects related to employees in an organisation for instance how they work, engage, behave and grow at work. Thus, this study will be providing an insight into people management and the drivers of the same while evaluating the diagnostic tools to measure the engagement of employees. It will further discuss the value proposition from the ideas and analysis that have been covered previously in the provided case study of the company where the Chief executive has recently attempted to improve employee performance and well-being to intensify employee performance.

2.Reviews the concept and drivers of employee engagement

From the given case study, it has been evaluated that during the Covid 19 pandemic the organisation has already adopted Working from home, flexible work timing, job design, restructuring roles, and another necessary workplace well-being measures in order to ensure the well-being of employees while ensuring high employee work engagement.

A brief idea of people management has been already addressed in the introductory portion. As discussed, people management encapsulates all the processes of acquisition, optimisation, and retention of talent in the organisation involving directing, training, and retaining employees while maximising workplace productivity-enhancing overall professional growth. As per the provided case study, it has been addressed that the concerned company has not attempted to measure employee engagement practices before, thus the current scenario demands new and effective methods to be deployed in measuring employee management that can enhance company productivity. As per the perspective of Cornwell *et al.* (2021), ***"more structured practices affect organisational performance through workforce selection across different institutional settings***" which calls for a robust people management framework in organisations.

In another study made by Richards *et al.* (2019), a corporate performance management model is imperative in that it needs to be based on the IT-based business value and information processing theory to address the gap between Business Intelligence and Business Analytics. The 5 key components of People Management are ***"Creating", "Comprehending", "Communicating", "Collaborating", and "Confronting"***.

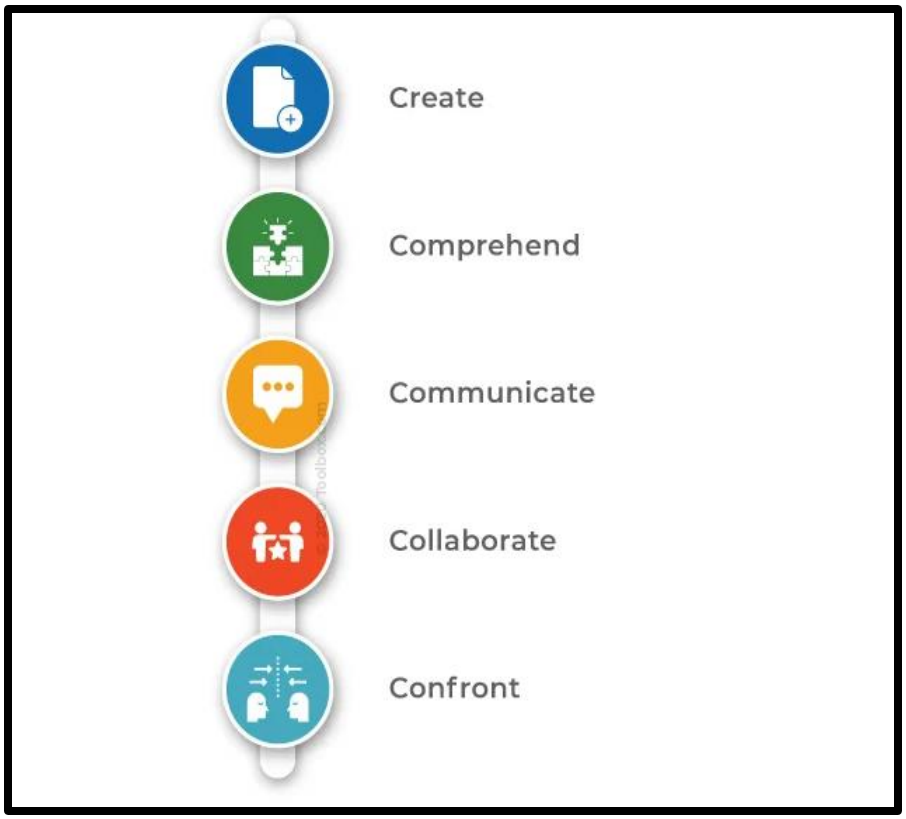

Figure 1: Components of People Management

(Source: Richards *et al.* 2019)

It is necessary for creating an able workforce that helps in building a better future. This begins with acquiring the right talent and team while knowing the purpose of each team. This step is the primary roadmap towards success and a functional plan to win.

The next stage is understanding the people who are a major part of the organisation. This stage needs to acknowledge the fact that all the employees are unique and hold different traits and skill predispositions. Communication is another important fact that helps in opening channels while pitching the perspective and goals of the organisation to the employees while building trust between stakeholders (Knies *et al*. 2020). Thus, it is necessary for organisations to make sure that they provide the right communication channels to their employees for glitch-free communication.

Next is collaboration and with the wide array of collaboration tools that are available in the market, today organisations can effectively ensure sharing and delegation leading to increased workplace productivity with high employee engagement. Confronting on the other hand optimises healthy differences by setting a tone for loyalty, respect, and commitment within organisations.

The major drivers of employee engagement that can help the company sustain its increased employee engagement are:

Strategic Narrative (Leadership) and engaging leaders: leaders need to be in touch with their front-line staff. The influence of leadership is widely agreed on and can create substantial differences in employees' approaches towards work. Further leadership roles help in solving problems among teams while managing human resource turnover and negotiating external factors while improving the existing processes (Jankalova *et al.* 2018). Following a strong leadership structure can help in creating vision while setting a direction while inspiring and aligning people to accomplish the organisational goals. Thus, leaders who are highly responsible and engaging help in setting a precedent for their employees.

Employee Voice and Integrity: Empowered employees will have a voice that is they are opinionated. It is the voice of employees that signifies their level of engagement at work and in respect to this mechanism, an organisation should structure mechanisms ensuring to provide the right platform for employees (Harakan *et al.* 2020). Further behaviour throughout the organisation needs to be consistent which leads to intensified employee trust with a high sense of integrity. If the gap between the two is wider it signifies increasing distrust.

Motivation Mapping: A leader needs to be an effective motivator. This skill is a culmination of keen understanding and being able to tap into the leads that result in better decisions, happier processes, and stronger bonds while elevating engagement levels in employees (Sale and Jones, 2018).

Figure 2: Drivers of employee Engagement

(Source: Author)

Recognition: Employee recognition is imperative to help swell Employee engagement in a company. As per the scholarly perspective of Masri and Abubakr (2019), help the employees of the concerned company in the provided case study to see that their company values them and thus recognises their contribution to work. It also helps in elevating a sense of security in employees while increasing their value to the company and is a great tool in motivating them to continue their great work. This is in particular to reinforce particular behaviour practices and activities which results in increased performance leading to positive business results.

Employee Empowerment: employee empowerment requires providing employees means to make important decisions and assisting them in ensuring if the decisions are correct. Engagement and empowerment are related (Yin *et al.* 2019). Empowerment served as the fuel to employee engagement leading to greater creativity improving employee retention. This includes providing employees with the right means, ability, skills, knowledge, and authority that can help employees provide autonomy over assignments, intensifying engagement.

3. Evaluates diagnostic tools to measure the engagement

Measurement of employee engagement helps the companies to recognise the profiles of engaged employees. As illustrated by Shrotryia and Dhanda (2019), by measuring employee engagement, the firms can easily identify the chances for enhancing the level of worker engagement. Amid pandemic outbreak, the company of the provided case study has decided to apply some specific diagnostic tools to measure the engagement of employees as a majority of the workers have chosen to continue their work from home. The diagnostic tools incorporate,

Employees Engagement surveys: it helps in measuring the degree to which employees in an organisation feel valued. Tracking engagement in employees is vital in determining if employees are satisfied with their company and are willing to stay for a long period. As per Antony (2018), it taps into the mind of employees, supervising if employees are aware of the organisation's goals and align their work accordingly. The findings help employers to form an emotional and mental connection with their employees which helps in improving employee safety at workplaces.

HR tools: the digital era has simplified the employee engagement process through deploying HR tools like ProofHub, Trello, Weekdone which helps in empowering employees to cater to their respective job roles (Burnett and Lisk, 2019). These platforms further help in maintaining an effective communication network ensuring that the employees work in close coordination

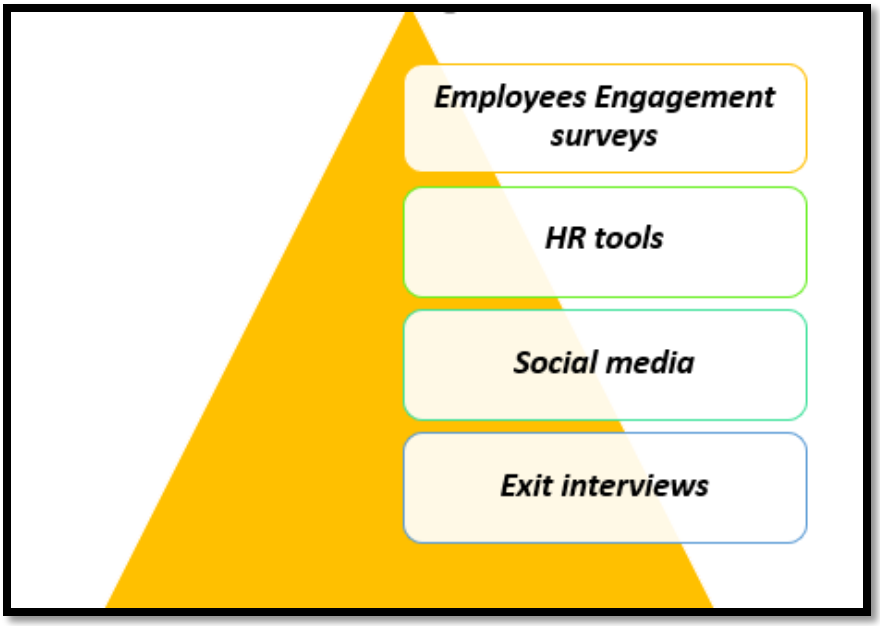

Figure 3: Employee Engagement Drivers

(Source: Author)

Social media: social media plays a crucial role in assisting organisations to increase the size of their audiences while making recruitment simpler and cheaper. It further helps in instilling higher employee morale while helping to showcase company pride and industry expertise on social platforms.

Exit interviews: the main purpose of conducting an exit interview is to assess the overall experience of employees within the concerned organisation such that the major areas of improvement and opportunities can be identified while elevating employee retention and engagement signalling employees that their views matter (HBR, 2016).

Taking advantage of the employee lifecycle

Employee lifecycle is an HR model that helps in identifying the different stages an employee advances through in an organisation. As per the scholarly perspective of Sato *et al*. (2020), the employee life cycle begins when an employee gets to know about the company and the job role continuing through their recruitment, hiring, and onboarding procedure.

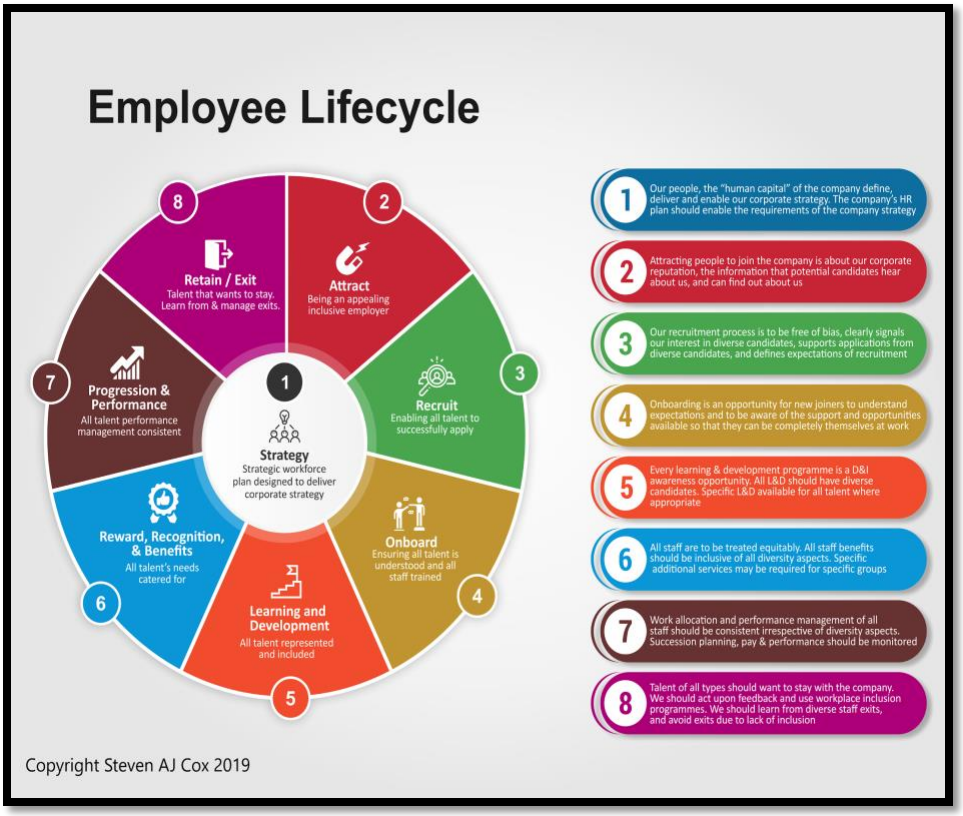

Figure 4: Employee Lifecycle

(Source: Sato *et al*. 2020)

The above table helps to tap into the stages involved in the employee lifecycle that is crucial in guiding, training and developing an organisation's performance through the identification of the six important stages which are attraction, recruitment, onboarding, development, retention and separation. This model helps in retaining the top talents suitable for an organisation ensuring higher employee satisfaction and engagement that furthers organisational productivity.

4. Constructs an employee value proposition from the ideas and analysis previously covered, including strategies to raise levels of engagement

Employee Value Proposition (EVP) is considered as the crucial part of recruitment procedure as it helps organisations to attract new employees to retain their workplaces by providing attractive work facilities (Matthews, 2018). The CEO of the concerned company has not attempted to measure employee engagement in the past. However, due to the severe impact of the COVID-19 pandemic, the firm was compelled to adopt new working strategies. In terms of maintaining a high level of employee engagement, the management of the firm has developed some specific

strategies that incorporated ***flexible working time***. Moreover, the other strategies include ***working from home, job restructuring roles***, and ***making the workplace "COVID-19 safe".*** Based on the mentioned strategies, the firm will construct an EVP that will create worker engagement high, and thus the firm can be able to amplify its production rate.

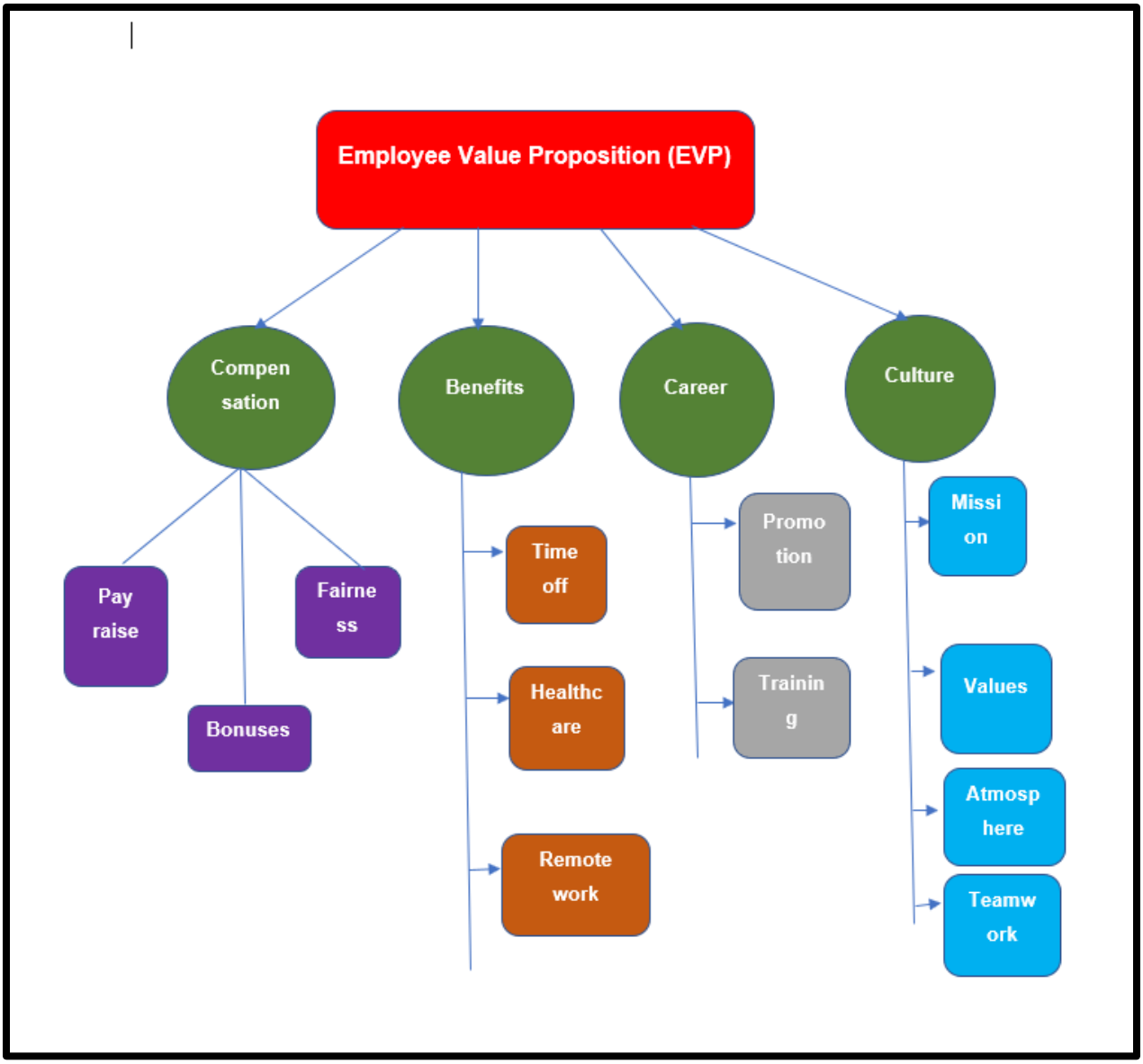

Figure 5: Employee value proposition

(Source: Author)

From the above-presented infographic, the concerned organisation is suggested to provide ***compensation*** and ***work benefits***. In the compensation department, the employees of the organisation will acquire an appropriate salary despite working from home. Moreover, in case, the

employees can continue their work till OT (Over Time), they will be rewarded with a ***pay raise*** as well as ***bonuses with fairness***. In addition, the company can adopt ***Maslow's Hierarchy of needs theory*** while giving working benefits to employees ***[Refer to Appendix 1]***. The mentioned theory suggests that individuals are motivated with 5 aspects ***including physiological, safety, belonging, esteem***, and ***self-actualisation*** (Hopper, 2020). The work benefit segment will help the employees to fulfil their physiological and safety needs by ***acquiring time off, remote work*** along with ***healthcare facilities***.

The firm of the provided case study has developed innovative ideas to maintain employee engagement and those ideas include ***identifying top performers to provide specific rewards***. The company has also conducted ***worker engagement surveys frequent***ly. Through the help of those ideas, the organisation has been able to recognise the competency level of employees and has successfully monitored the performance of the workers through engagement surveys. Emphasising this analysis, the company can fabricate EVP that will cover up the ideas of the aforementioned theory. The concerned organisation will provide ***career facilities*** and through the help of this benefit, the top performers will obtain ***promotion*** as well as ***technology-based training programs***. Through these advantages, the employees can fulfill their self-actualisation and esteem needs and it will create a desire among them to provide exemplary performances.

On the other hand, the firm will indulge the employees by creating EVP that will focus on ***values***, ***mission, teamwork***, and ***atmosphere*** in workplaces. Through the mentioned segment, the employees will obtain the opportunity to attain the mission and value of the company by maintaining constructive teamwork and positive ambiances in the workplace. In this way, the firm will succeed in accomplishing the belonging needs of employees and hence can conveniently follow a high engagement rate of workers.

5. Conclusion

In conclusion, it can be said that without a proper engagement rate of employees, it will be arduous for the companies to prosper in the economic market. Aiming to maintain a high engagement rate of employees, the firm of the given case study has followed several ideas and strategies. Moreover, the firm has also applied several diagnostic tools to measure the engagement rate. The conclusion also illustrates EVP (Employee Value Proposition) that the firm can construct to maintain the high rate of worker engagement.

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Appendix

Appendix 1: Maslow's Hierarchy of Needs

Figure 1: Maslow's Hierarchy of Needs

(Source: Hopper, 2020)