

Ben Green - Managing People and Change Assignment Two

by Ben Green

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Management of contemporary HRM/HRD initiatives

MANAGING PEOPLE AND CHANGE

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1. Introduction

Organizational landscapes have changed dramatically over the last decade; jobs for life no longer exist, the skill sets required have altered, technologies have advanced, and an insecure, demotivated workforce has become the new norm.

(1) This notion is proving problematic for organizations as the changing nature of work appears to be 'sinking' business advances. Consequently, organizations have started to consider the concept of *organizational behavior* as a way of maximizing employee effectiveness and performance.

According to research, *organizational behavior* is:

'the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.' (2)

Evidently, there are multiple levels which make up organizational behavior. These can be on an individual scale, in a group or at the level of the organization.

However, when combined it becomes clear that it is the organizational behavior that determines the success of a business. Therefore, organizations are continuously looking for new ways of improving the behaviors experienced within their companies. This has led to an increased focus on the notion of Human Resource Management and Human Resource Development initiatives, that can elicit increased levels of engagement, satisfaction and performance.

Using both theory and case analysis, this report will explore the concept of *Well-being* as an HRD initiative, how technology is supporting this initiative and how it has influenced the engagement and performance levels of individuals within an organization. Once this has been achieved the report will go on to recommend how this initiative can be used within an organization, before a coherent conclusion can be drawn.

There has been a renewed focus in the business world towards the need to optimize health and well-being in the work place. Environmental factors, such as the notion of an ageing population has forced organizations to consider the responsibility they have towards their employees and the obligation they must mitigate workplace risks. Consequently, the business world is witnessing an increased focus on the creation of well-being initiatives that can improve not just the health but the happiness of employees.(3)

To truly understand the notion of well-being the CIPD developed a model which comprises five elements, which are believed to contribute to well-being at work (see diagram below). Health refers to both physical and mental health considerations. For example, organizations should be utilizing elements such as health checks, or fitness classes as well as mental health awareness activities such as stress management. Work focuses on the environment, management, autonomy, pay and rewards. In other words, all factors that make up the work environment should be considered when developing well-being initiatives because of the impact these have on the happiness of employees. Next, values and principals are referring to the corporate governance surrounding leadership as well as the focus on the development of ethical standards. Then there is the collective and social side of well-being, this refers to organizations offering employee voice, as well as the chance to build effective relationships with colleagues. Finally, the notion of personal growth impacts the well-being of employee. This element refers to career development, creativity and lifelong learning. These five elements when combined are believed to improve well-being within the work place and lead to a range of benefits.(1)



Figure 1 – CIPD wellbeing diagram

Marriott International represent an organization who have understood and invested in the creation of well-being initiatives. A phrase that embodies Marriott's organizational culture is: *If you take care of your associates, they will take care of the customers and then customers will come back again and again.* Marriott's people centric focus has allowed them to invest in supporting and developing their employees and one way this has been achieved is through the well-being initiatives. The organization provides resources to support, physical, mental and emotional health, this can be through the various organizational activities that they invest in, such as: sporting clubs, meditation, healthy food offerings, as well as the various advice lines and resources they have on their internal portal. Marriott are known for having monthly focuses, whether it is on nutrition, fitness of mental health and organizations across the world are expected to focus on these elements. For example, on the 14th May 2018, Marriott are investing in Mental Health Awareness week, where employees are expected to actively engage in various activities to understand the their own as well as their colleague's mental health. When asked why Marriott invest in well-being initiatives David Rodrigues, the Executive Vice President of Human Resources stated, *'if people are happy with the organization, results follow.'* Therefore, Marriott's focus on well-being demonstrates the value attached to this HRD initiative. (4)

2. Purpose and Benefits

Evidently, well-being has developed in importance in recent years, there are several elements which make up this concept and organizations are investing in different ways. However, what appears to be consistent is the reasoning behind organizational investments. For example, according to research a focus on well-being can:

‘...add value to organizations by promoting better health and increasing motivation and engagement of employees, in turn helping to drive increases in productivity and profitability.’⁽¹⁾

Therefore, according to the CIPD (2016) employee well-being initiative should be at the *core* of organizational operations because well-being initiatives can impact both employee engagement and commitment. The diagram below demonstrates the importance of well-being for delivering increased levels of engagement and offers support for the development of this HRD initiative.

Figure 1: The CIPD well-being pyramid



Figure 2 - CIPD well-being pyramid

Aside from the engagement, satisfaction and productivity that can be generated from the introduction of well-being initiatives, there are other benefits surrounding this HRD. For example, according to research organizations pay an estimated £9 billion a year in sick pay and associated costs, however evidence suggests people with health problems can be helped back into the work place through simple healthcare initiatives, well-being one of these. Therefore, whilst well-being initiatives can lead to positive outcomes for organizations, they can also reduce negative factors which impact organizational bottom-lines. (5)

3. Limitations

However, despite the benefits surrounding the use of well-being initiatives there are also limitations to this approach. According to research, well-being initiatives are often isolated from normal business operations and without this integration they can often become neglected or viewed as being an annoyance for organizations. As a consequence, businesses are either not investing or choosing to abandon this initiative. (6)

For example, Google represent an organization who arguably pioneered the importance of well-being for employees. The development of their 20% time represents their focus on empowering their employees and investing in their needs. However, this concept has been scrapped in recent times, with employees suggesting Google did not view it as cost-effective. Therefore, whilst the idea well-being initiatives appears to be positive, the extent to which they are invested in is questionable.(7)

Furthermore, another issue surrounding well-being at work is the number of different elements that are often referred to as well-being. For example, where one organization may offer nutritional advice and mental health awareness another may suggest the introduction of flexible working is focusing on employee well-being. Indeed, these elements can all be labelled as well-being, but without the consistency evident in this initiative, it is difficult to measure any outcomes.(8)

The development of well-being initiatives has been supported by technological advances. For example, where organizations once had to rely on monthly or annual engagement questionnaires to determine the success of their strategies, technology has meant this can be done daily. For example, websites such as TeamMood have been set up to send employees emails daily to track their current mood. There responses are then fed to relevant managers, who can then discuss

any issues and make appropriate changes. This means employee well-being can be monitored in real time to ensure their physical, mental and emotional health is positive. Without these up to date technological platforms, HRM or HRD initiatives could not be successful.(9)

4. Employee Engagement

One of the primary benefits of well-being initiatives is the link this HRD has to employee-engagement. Employee engagement is:

“the harnessing of an organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. (10)

There are three psychological states often linked to engagement, these include: meaningfulness, safety and availability. According to research, employees are more engaged in situations where the work is meaningful, safe and psychologically available and the introduction of well-being initiatives can achieve these three psychological states. Well-being initiatives allow employees to find meaning in the work they do because it allows them to become invested not just within the work but the organization. (11)

One of the primary reasons Marriott invest in well-being initiatives is because of the employee engagement which is developed. This is apparent in Marriott’s annual engagement survey feedback, where well-being is often highlighted as one of the primary motivators for employee satisfaction. Therefore, this supports the CIPD’s statement that well-being is linked to employee engagement. (12)

5. Job Satisfaction

Furthermore, according to research well-being can also be linked to job satisfaction within the work place. Job satisfaction is:

‘a pleasurable emotional state resulting from one’s job’ (13)

In other words, job satisfaction is linked to the work itself, the expectations surrounding it and the benefits individuals take away from it. Job satisfaction focuses on the attitudes of employees, their happiness and their content with their job. Therefore, unsurprisingly, well-being initiatives have been linked to this concept.

According to the PRIDE model, there are five processes an organization must have to build job satisfaction. These include:

1. Providing a positive working environment.
2. Reward and recognition.
3. Involve and increase employee engagement.
4. Develop the skills and potential of your workforce.
5. Evaluate and measure job satisfaction. (14)

The introduction of a well-being initiative suffices these processes. For example, a well-being initiative allows organizations to provide a positive working environment by forcing organizations to invest in the needs of their employees. Whether it is the introduction of flexible working, and adoption of physical or mental health awareness events, or even simply offering advice on leading a healthy lifestyle, organizations who invest in this area will see the development of a positive working environment. A well-being initiative can also be viewed as a reward for employees, a reward for working hard and meeting business demands. This can often tie into the notion of recognition, as well-being initiatives also allow organizations to recognize and reward those employees who go above and beyond organizational expectations. As stated previously, this initiative also links to employee engagement, because it allows them to find meaning in the work they do. The various well-being events that organizations invest in also allow for the development of a skilled workforce as these initiatives can incorporate extra-curricular training, which helps to build the workforces potential. Finally, all these factors combined can lead to job-satisfaction, which organizations can evaluate in terms of employee productivity and motivation.(14)

However, despite this, it is difficult to assess the extent to which well-being initiatives relate to job satisfaction. This because job satisfaction is often measured via the use of questionnaires, which are limited as a construct. The information that is provided can be superficial and limited, making it difficult to determine the extent to which well-being initiatives impact job satisfaction.(15)

6. Performance

Despite the limitations of the previous two concepts, engagement and job satisfaction have been linked to performance. Performance in this case is determined by productivity, which refers to the efficiency of a workforce to produce useful outputs in terms of profitability. When organizations were asked about their investment in well-being initiatives, responses referred to the increased productivity and profitability that these initiatives can deliver.

For example, Admiral represent another organization who invest heavily in well-being programmes. They regularly focus on team-building activities, mental health awareness and the happiness of their employees allowing them to win the Well-being at work award. Furthermore, they have been placed in the Sunday Times *25 Big Best Companies* to work for, alongside Marriott and their business results are excelling year on year. Therefore, this supports the CIPD's claims that well-being at work can impact the productivity of an organization and offers further support for organizations to invest in this initiative. (16)

7. Devise a strategy and recommend how the new initiative could be implemented into an organization of your choice.

Having determined the importance of well-being initiatives for organizational results, this section will consider the development of a well-being strategy in Amazon. Amazon represents a global, electronic commerce organization who have employees across the world, which makes them best placed for the introduction of well-being initiatives. To develop a well-being initiative there are four primary steps which must be taken.

Firstly, an organization will need to determine their *True North*. This is the goal of the organization and is normally determined by the goals, mission and objectives of the organization. For example, Amazon's vision is: "to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online." Evidently, Amazon have a clear focus on their customers, but to achieve this they are reliant on their employees. Therefore, like Marriott they must invest in their employees to achieve their vision, which the introduction of well-being initiatives can achieve.

Having determined their goal and the importance of investing in well-being initiatives Amazon will then need to *develop break through an annual objective*. This will be the way they achieve their primary vision through the implementation of well-being initiatives. For example, Amazon could set an annual objective of, implementing a certain number of well-bring initiatives, engaging a certain percentage of their workforce through well-being initiatives, and being rewarded for their focus on these initiatives like Amazon and Marriott.

Once, they have determined their vision, and objectives, their next focus should be to develop the actual strategies which they are going to utilize. This could be done by following Marriott's three core areas: physical, mental and emotional health. Amazon should look to introduce physical activities such as sports classes and nutritional advice, mental health awareness by tapping into national campaigns such as, mental health awareness week, or introducing meditation or reflexology classes, which reduce stress and allow employees to feel more content in the work place, this then links to the emotional health of their employees and can lead to engagement and job satisfaction.

Finally, having determined the objectives and strategies Amazon will follow they should then look to develop monthly and annual reviews. This will allow them to

make any changes to the initiatives they have developed, as well as the implementation of these. For example, they could split the implementation of their well-being initiatives into quarterly events. This will ensure they are not bombarding their employees with too many changes, but it will also give them time to make any changes and will help them when they are reviewing their success. (17)

8. Conclusion

This report has considered the definition of well-being initiatives as well as the benefits, and limitations which can be drawn from it. It also reviewed how up to date technology has supported its development and went on to consider the outcomes of investing in well-being initiatives, such as engagement, job satisfaction and performance. To finish, the report considered how Amazon could implement well-being initiatives in the organization because whilst there are issues with well-being as an HRD initiative its ability to benefit employees physical, mental and emotional health suggests this concept should be at the core of organizational operations.

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3. Executive summary. [online]. 2016. [Accessed 10 May 2018]. Available from: https://www.cipd.co.uk/Images/health-well-being-agenda_2016-first-steps-full-potential-exec-summary_tcm18-10456.pdf Growing the health and well-being agenda: From first steps to full potential 2 | Growing the health and well-being agenda: From first steps to full potential The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has 140,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development. 3 | Growing the health and well-being agenda: From first steps to full potential Executive summary Workplace health and well-being has risen sharply up the public policy agenda over the past decade. This has been accompanied by growing recognition of the positive link between employee well-being and long-term organisational health. There also appears to be a much broader understanding and application of holistic health and well-being approaches on the part of many organisations. We welcome this progress but believe that there is still considerable scope for wider and more integrated implementation of employee well-being initiatives in the workplace. The time is right to recreate the momentum generated by Professor Dame Carol Black’s pioneering work when National Director for Work and Health from 2006 (a post that no longer exists). The world of work is moving at an ever-faster pace, and pressing environmental factors such as the ageing population only increase the responsibility on employers to not only mitigate the workplace risks to, but optimise, people’s health and well-being.
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12. Marriott Recognized for Healthy Workplace Environment | Marriott News Center. [online]. [Accessed 10 May 2018]. Available from: <http://news.marriott.com/2015/06/marriott-recognized-for-healthy-workplace-environment/>
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satisfaction in a cross-national setting. This aim is accomplished using the latest Work Orientations data set from the International Social Survey Program (ISSP). The survey was conducted in 1997 and, in this paper, data for 21 countries are used. The main results are: (i) workers in all countries are quite satisfied; this result also applies to the five Eastern European countries analyzed here. (ii) Denmark is the country with the highest job-satisfaction level. The United States is ranked seventh, Great Britain fifteenth, Japan nineteenth, and Russia twentieth. (iii) A comparison with the 1989 ISSP data set reveals that job satisfaction has declined in Germany and the United States in the 1990s. (iv) Using a bottom-up psychological model, in which we compare work-role inputs (e.g., effort) with work-role outputs (e.g., pay), we try to explain cross-national differences. Countries with high work-role outputs, in general, have a high job-satisfaction ranking, and vice versa. (v) Having an interesting job and having good relations with management are the two most important work-role outputs, and having an exhausting job is the most important work-role input. (vi) Workers in Eastern European countries tend to value high income.

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Ben Green - Managing People and Change Assignment Two

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

74/100

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GRADING FORM: UWTSD GRADING FORM

1. RESEARCH LITERATURE

Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.



+ Some good use of citations to support content. - could be extended in places. + Good relevant and generally well-formatted reference list.

16

2. KNOWLEDGE AND UNDERSTANDING

Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



+ Excellent introduction to the topic. + OB. + Health & Well-being in the workplace. + Engagement and performance. +/- Technologies - could be extended. + Relevant concepts. +/- Implementation.

17

3. ANALYSIS

Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence.



+ Good links with core topics e.g. EE. +/- Some links with related topics e.g flex. working - could be extended e.g. diversity. + Limitations. +/-

14

Technologies considered, good - could be extended to include e-HRM IS systems that measure EE. + PRIDE Model. + / - Valuable implementation considerations. Good. - could be extended to include additional specific practical considerations such as SIP and relevant implementation and monitoring tools.

4. PRACTICAL APPLICATION

Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



+ Marriott Case. + Google. + Admiral. + / - Good implementation considerations - could be extended and include or refer to case example documents in the appendix.

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5. PROFESSIONAL PRACTICE

Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



Excellent report format presentation and structure.
- relevant appendices such as example SIC, PID, Gantt would add value.

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