

Managing People

(LCB5004)

ASSESSMENT 2

Lecture: Mushfiqur Rahman

Student: Georgi Nikolov (1908490)

Introduction:

The company realised the key for company growth is their talent and the link between company strategic resources which are required to be adopted by every company. Companies need to establish a connection between their company human resource and firm strategic objectives and goals. Therefore in order for the company to gain competitive establishment they made a transition to a strategic partner by applying employees engagement. This has made employees part of their strategy where their views are used for the growth of the company. The firm is aware of the importance of motivating staff to perform their duty as they believe can be done through allowing them to be involved in the decision making process. This is important as they can provide the best view as they perform this job every single day. However employees would only provide worthy advice for a company if they feel positive about it and can see their views are being valued by the company.

The concept and drivers of employee engagement

Employees engaged in a working atmosphere that invest time and effort in improving their health and wellness of their employees, motivate them to contribute towards company success and provide their employees with encouragement towards their better performance. The willings of employee engagement is built on good communication between employees and the company, trust, loyalty and values. This impacts positively on companies and it increases their chances of success and leads to both personal and corporate efficiency and comfort. However employee engagement is variable and different every time, some months and be high, others low. Depending on the motivation of the employee it can have both negative and positive impact towards the company and it can change dramatically. (Kenneth W. Thomas, 2009)

Providing security and value for work: The main factor of the employee loyalty is their health and safety in the work environment. This relates to health and safety policies and social protection. If the employee is aware of their safety at their job this will inspire them to work harder in order to ensure their job is safe permanents, by which they engage in the decision making process by providing views which will impact on the company positively. However when their job is uncertain employees will always have the fear of losing their job so rather than focusing on the work and improving the company they will be focusing their attention on new jobs search as they understand the company does not value their work.

Skills: This is a major importance that drives employee engagement as it relates to whether the staff have the required skills and tools to perform their job efficiently and correctly. Therefore a worker should be able to give everything from themselves that is required both physically and mentally.

Cooperation connections: This driver relates to the communication between employees. The outcome from this driver is very important as it could be very

positive towards company success if the team has strong communication towards each other. When workers cooperate together and are being positive to one another this creates an outstanding working environment and welcoming team. Workers are able to perform better if they feel mentally good.

Return: Consistent feedback is important for the employees as it allows them to understand when they are most effective, helps them to establish if their goals are fulfilled and most importantly it allows them to understand how they can improve. This will help to improve the communication between employees and employers as they will have open communication and by doing this employers shows the employees that they are being valued to the company, as employers will spend sufficient time in improving the employee.

Self-reliance: This is a major important driver as it encourages employees to perform their job the best they can. This is something which is taught at younger years and it helps workers to establish a way which they can perform their job best. Therefore workers are able to use the skills they have which will mean they are more likely to contribute towards company success.

Support for the goal: In order to engage in the company success employees will require support and help from employers to reach their goal. Therefore when employees are provided with the right support they will succeed in their work and potentially help others of their colleagues which require the same support.

Equity: It is very important to gain the understanding of how equity works and how others feel about the organization. This driver relates to several different indicators such as how the employee feels about the payment they receive and the work they are required to do, and also how is their employer and colleagues' appreciation. Therefore transparent mechanisms of equity are important as employees constantly compare them to others job conditions and if they are unhappy this will impact on their job performance.

Growth of the profession: This relates to the fact and employers should invest in employee career development and allow them opportunities to develop. Therefore in order to keep them motivated they should be offered opportunities to grow within the company. (Herzberg,1952)

Appreciation and compensation depend on results: Employees which are involved in the company decision making process will have a significant impact on the company success. Therefore in order to meet company success the company itself should consider different factors. Such as if they aim to increase their productivity and profitability they should provide higher wages and benefits which will improve employee motivation. (Kaufmann et al. ,2011)

Availability for leader: This relates to accessibility of the high level firm representatives to employees. It is important because if an employee believes that leadership is not made accessible to them they will start to doubt every decision which is made from them.

Overview: The most important drivers of engagement of employees is to have value at work. Therefore when this driver is questioned employees will be less motivated to come to work. Some would argue that employees which look for professional growth and stability in this driver will be more important than even wages and power.

Evaluates diagnostic tools to measure the engagement

Companies could use several different methods to evaluate the employee attitude and level of motivations. In order to assess employee commitments they can use a satisfactory method and multidimensional method in order to measure the efficiency of the employee. Therefore companies might use those methods in order to evaluate the attitudes of employees towards the company.

1-On-1s: The first method used to assess employee commitment is to interact personally and individually with employees. It is a perfect way to get to know what is going on in the department ,such as through monthly or weekly meetings with less formal conversations. This will be a useful method as it is a confidential meeting only shared between manager and employee, therefore it is likely to provide useful information as it can get deeper in the topics.

Pulse Surveys: This is an easy method which is done through regular and short examination. It is a useful method to keep the workplace improving. This includes constant conversations about how employees are doing and how they feel and also getting feedback of how and what they will improve. These surveys will allow employees to be very open as it could be done indirectly.

eNPS: Net Promoter workforce ranking it is an easy and reliable way to evaluate employees commitment. It is a way a company can test their employees' loyalty. Such as even if employees are satisfied with their work would they promote the products or services company sells and will they promote that the firm operates as a good company. This shows the real commitment of the employees.

Stay/Exit interviews: This interview is an effective way of gaining feedback from employees in order to find out what keeps them motivated and encourage them to get involved in the company development. Those interviews are popular because employers get an understanding of what keeps their employees happy at their workplace and what motivates them to do it everyday. Companies prefer to use both stay and exit interviews, however they tend to find exit interviews a bit more difficult. The purpose of those interviews is to find out what it is that the company does well and what it is that they need to improve in order to boost employee commitment.

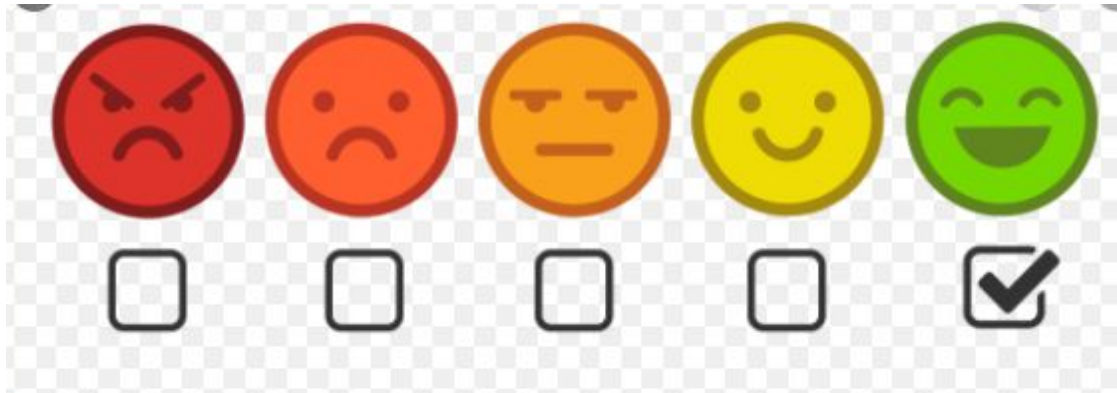


Figure: Pulse Survey

An employee value proposition(EVP)

The employee value proposition is the special package of commitment which an employee enjoys for the skills, knowledge and experience they carry into the company. The EVP describes the firm identity as how distinctive it is and what it stands for. This includes the key causes such as why are people inspired and proud, distinguishing society and inspirational vision. An outstanding EVP helps to establish the best outside talent and sustain a leading performance. The plan for employee approval is for the company to show their employees that they are important and valued in the company. Also to show its employee that they are looking to retain them in the company. A good EVS would gain the company good competitive advantage when they recruit new employees. Especially in times like the current pandemic the lower level of participation of the employees could potentially impact the ability of successful companies. The steps that organizations are following is the key to employee value proposition. Steps are outlined below:

Flexible working time: The flexibility of working hours implies that employees have different working hours than the normal 9 am to 17:00 pm. This allows employees to choose their working hours which will be suitable for them. Allowing employees to do that shows them their being trusted and it will be hugely beneficial to them especially in current pandemic hours. This is because parents will find it difficult to perform their job during the normal working hours when their kids are at home.

Working from home: This allows them to work more remotely from home, where employees are not required to work from office but they can perform their duties from home. Companies have recently adopted even more working from home policy which encourages their employees to work from home fully or partially hours which provides flexibility for workers. Many of the workers find this way more productive as they can focus on their work straight away rather than losing time in travelling to office. Therefore as this is a new method for some companies due to the current pandemic they found that most of their employees find this as a very interesting method and they are more motivated to work.

Making the workplace “Covid-19 safe”: Due to the current situation there was a huge increase in the number of people working from home when they can.

However sometimes the job itself requires to work from office, therefore companies need to ensure that the office has been made covid-19 safe. As employees need to ensure they work in a safe environment and not be afraid to go to work when it is required.

Job design/restructuring roles: The role of the job is designed by your manager. However due to many factors the role can change during the months. Therefore employers need to ensure that the existing job description is updated and includes all the recent changes. It is important that the role keeps updating and the employee is trained with new staff in order to prevent employees from getting bored but to keep them interested in the work.

Strategies to raise levels of employee engagement

Contract periodically and consciously. This focus to when the company grows the link between colleagues can weaken and the department work before workers become separate from their employees. Therefore without a proper internal communication team, HR will take over corporate communications. Therefore managers who manage the communication via work remotely need to encourage the use of social media and digital tools such as Microsoft Teams, Facebook, Google meeting and Slack in order to manage colleagues and perform direct reports.

Specify and share the intent of the organization: When the goals and objectives of the organization are established and clearly by the management team workers can deeply think about their mission towards the company goals, Therefore they would prioritize their tasks towards achieving common goals. After which the manager needs to answer a couple of questions to itself. Such as How are workers feeling towards the company objectives and what are their thoughts for company development, does the business justify its objectives clearly. After which they need to question their HR practices.

Call for reviews – and do so: The voice of workers is one of the most important factors and one of the E4S enablers of commitment. Therefore managers search for feedback, evaluate them and take actions towards improvement. Developed technology allows employees to gather information from customers via online pools. The importance towards this company needs to respond to those views and listen to them. Those pools need to be very straightforward in order to get answers which could be applied towards company development.

Recognize good work: This relates to whenever the company rewards employees and recognise their hard work. If only a few of the managers only thank their employees for the afford they put towards the work this implies there is still a lot more work to be done throughout the company. Therefore companies might create a digital platform through which workers can thank each other for the hard work they have done. Some companies like Amazon have created an awards program as a way to say thank you to their employees.

Empower the employees: If a company uses micro-management strategy can be useful to improve the performance of the employees if they are not willing to perform a task and they need a bit more supervision. However this threatened the employees participation in the company. This is because the workers are constantly corrected and the negative critics can reduce the passion they have towards their work. Therefore empowering your employees by allowing them to use their imagination could create more positivity in the workplace. This would allow the workers to be more motivated and encourage them to feel more confidence to work independently. It is important to share employee views towards this with their HR manager, to allow them to understand better company style and get to know their employees expectations.

Conclusion

Competition in various industries is very high and companies are trying their best to in order to win over the competition by recruiting the most talented employees. Therefore it is important for managers to keep updating new innovations in the competition and ensure they are implied in the company. This includes establishing new drivers of employee engagement. In order to improve company performance managers need to ensure the corrected tools are used to measure the engagement of employees. In order to build strong employee engagement which will impact on the company success managers need to ensure employees expectations are met.

References:

Christina M. Stello2020[online]Available At:

<https://d1wqtxs1xzle7.cloudfront.net/46959587/stelloherzberg.pdf?1467479295=&response-content-disposition=inline%3B+filename%3DHerzbergs_Two_Factor_Theory_1_Herzbergs.pdf&Expires=1608299729&Signature=WHtZ~Udj9w3JtVpOu2JlbWlWmz7ePrLGroIRS01KsmrLtl90J1XyrLJ-YCv4eXUnZP2PNpizefN1jnl3rqjhacDsJFV93A4KqQs4KoOy8PoriVelz~VSnG4OL0ZsddSojffCpC5qTxjy2s68SJ5OI-mNjeE-

Christopher Michaelson(2005) Meaningful Motivation for Work Motivation Theory

Cofer, C. N., & Appley, M. H. (1964). Motivation: Theory and research. John Wiley.

Katzell, R. A., & Thompson, D. E. (1990). Work motivation: Theory and practice. *American Psychologist*, 45(2), 144–153. <https://doi.org/10.1037/0003-066X.45.2.144>

Mitchell, T. R. (1997). Matching motivational strategies with organizational contexts. *Research in Organizational Behavior*, 19, 57—149.

2020. [online] Available at:

<https://www.bkconnection.com/static/Intrinsic_Motivation_at_Work_2nd_EXCERPT.pdf <https://sustainability.aboutamazon.com/people/employees/engagement>>

Richard M. Steers, Richard T. Mowday and Debra L. Shapiro (2004) The Future of Work Motivation Theory