

Managing People

ASSIGNMENT 2

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Executive Summary

The report described a business overview of Apple Inc. The report has determined the significance of employee engagement in the business organization. It showed the major drivers like organizational culture, leadership, integrity, performance management, work-life balance, and training related to employee engagement in the business organization. The report highlighted major strategies like making the workplace safer, flexible working hours, remote working, and effective job design that are being adopted by firms during the global Covid-19 crisis for the engaging workforce. The report defined diagnostic tools like pulse surveys, 1-On-1s, eNPS, and stay as well as exit interviews through which employee engagement can be measured. It showed several strategies like rewards, organizational culture, training, and recognition that can be adopted for increasing employee engagement in the business organization.

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Introduction

The report determines the concept as well as the significance of employee engagement in the organization. It shows the major drivers related to employee engagement in the business. The report highlights major strategies that are being adopted by firms during the global Covid-19 crisis for the engaging workforce. The report defines diagnostic tools through which employee engagement can be measured. It shows several strategies that can be adopted for increasing employee engagement in the business organization.

Company Overview (Apple Inc)

Apple Inc is a multinational technology company. This technological company was founded in the year 1976. The company has more than 510 retail stores globally. The CEO of this technology company is Tim Cook. Jeff Williams is COO of this technological company (Yusoff and Husnina, 2018). The products offered by the company include iPod, iPhone, iOS, iLife, iWork, and Apple TV, or many others. It has earned net revenue of US\$ 274.515 billion in the year 2020. Samsung, Lenovo, Microsoft, and Sony are the closest rivals of this company.

1. Concepts and drivers of employees' engagement

Employees engagement shows the method of creating a condition in the organization so that employees can offer more potential and capability. Employee engagement is typically based on communication, trust, integrity, and commitment among members and the organization. Employee engagement is related to the individual's emotional commitment to organizational objectives and goals (Singh et al., 2016). If business organizations show that they care for their workers, then it increases the commitment as well as the loyalty of employees. Employee engagement provides numerous benefits to organizations to inform of increased sales, customer satisfaction, profitability, and productivity. With the global pandemic, employees now feel more stressed about working remotely. The extent to which workers are motivated for doing work is known as employee engagement. Several measures have been taken by a business organization like making the workplace safer, flexible working hours, remote working, and effective job design to engage workers during the global Covid-19 pandemic. Business organizations have also entailed numerous measures during pandemics like sanitizers, gloves, masks, and eye protection for ensuring the safety of employees. The major drivers related to employee engagement are described below:

Leadership and integrity: The most important driver associated with employee engagement is leadership and integrity. A company that spends a lot of time grooming business leaders and is also aligned with the culture, people, and goals experiences greater employee engagement. In the organization, dynamic and young employees relatively look for more autonomy in the accountabilities, responsibility, and decision making. It is examined that employee engagement mainly increases with the leadership quality in the company. In Apple Inc, the leaders must be able to engage and lead employees for increasing their engagement. Leaders of Apple Inc must understand the reason behind employee engagement for effectively articulating the vision (Kang and Sung, 2017). The company must lead to trust, shared values, and a sense of integrity for increasing employee engagement. The organization in which employees are engaged has an authentic as well as the strong value that offers greater commitment and trust.

Organizational culture: An organizational culture mainly includes behaviours and values that shape the working of employees. Business culture has a direct impact on employee engagement. Employee engagement is greatly influenced by management practices and leadership in the organization. Apple Inc is widely known for engagement and innovation that shows the ability of workers to share their new and innovative ideas. The organizational

culture of the company that is driven by operational efficiency has a greater impact on employee engagement. Employees can create, develop, and maintain an effective bond with the managers and companies when they experience a good corporate culture. An employee can be motivating and engaged in Apple Inc if they are provided adequate support from the company (Osborne and Hammoud, 2017). With a supportive work environment, the company can motivate workers to work harder and keep them engaged for a longer period. Apple Inc can share company updates, celebrate birthdays of employees, and also spotlight new employees in the company for developing good corporate culture and increasing employee engagement.

Work or job role: Employees need to see the proper link between their job role and the organizational objectives. If employees understand the proper linkage between the job role and working, then it increases engagement as well as intrinsic motivation. Several employees in the company work without a sense of belongingness and also try to complete the task. However, if employees in Apple Inc see the proper link between their role and organization then they may go a mile and will also contribute to business wealth (Anthony-McMann et al., 2017). The company may provide flexible working hours, remote working, and also review the workload of the employee to increase their engagement. The company must encourage employees to maintain a proper balance between their life and work for preventing burnout and reducing stress levels.

Learning and training opportunities: It is examined that employees mainly enjoy learning. Motivation and engagement of employees increases in the company when their skills and knowledge level is increased. Knowledge and skill of employees not only offer them enhancement but also keep them engaged with the company in the changing landscape and uncertainties like the global Covid-19 pandemic. The company can develop a clear and open communication policy and encourage collaboration with peers to increase employee engagement.

Performance management and rewards: This is another tool or driver of employee engagement. Effective performance management system in the company contributes much to employee engagement. Apple Inc can clearly articulate fair goals and provide rational feedback to increase employee engagement. Through effective rewards as well as recognition, the company can fulfil the ambition of employees. Apple Inc can increase the commitment, motivation, and engagement of workers by offering them equitable pay,

rewards, and recognition (Albrecht et al., 2018). The company must provide perks, benefits, compensation, and allowance to increase employee engagement levels.

2. Diagnostic tools for measuring employee engagement

Employee engagement is mainly based on commitment and emotion that is very difficult to measure for the company. Employees may be happy working in a particular organization, but they may not get adequate feedback from company managers. The other reason for low employee engagement may be that they are getting more feedback from company managers but very few growth opportunities. Employees may have growth and development opportunities but no work-life balance. Employee engagement shows metrics like happiness, recognition, wellness, satisfaction, alignment, personal growth, and feedback. Apple Inc can commit to measure as well as improve the level of employee engagement to show that the company genuinely cares their employees and also makes a constant effort for improving business working. The company can use the following diagnostic measures to measure the level of employee engagement as satisfied workers contribute to highly satisfied customers and that in turn leads to higher productivity and profitability.

Pulse surveys: Surveys are regarded as an important tool that can be used for measuring employee engagement levels in the organization. The Company can do frequent and short surveys for maintaining a consistent pulse in the workplace. This tool shows the state of random curiosities as well as questions asked from employees. There is no need for making such a process very complex (Signs, 2019). Apple Inc can ask some questions from employees about how they feel working at the company and what changes they need to have in the company.

1-On-1s: These are the tools that can be used by the company for measuring employee engagement during one-on-meeting with the workers. Apple Inc can schedule regular long hour meeting for having informal chat with the workers. With this, the company can get a real sense of the things that are going on in the minds of employees. With this diagnostic tool of measuring employee engagement, the company can collect good feedback from employees and know in detail about the particular issue is a safe and private conversation. The managers of Apple Inc can use private conversation to remove fear among employees (Nazir and Islam, 2017). This can help employees to provide constructive feedback to the company and the company will also be able to resolve their issues for keeping them engaged.

Stay/ exit interviews: The Company may use a structured kind of interviews for collecting feedback from workers. Through this Apple Inc can find out the things that engage workers and the things that hold them back from getting engaged. In the stay interviews, the company may ask employees about the reason due to which they feel happy working in the organization and want to stay forever and contribute to business goals. Through exit interviews, the company can find out the things through which business working can be improved (Young et al., 2018). Apple Inc can ask questions from employees like what is your relationship with the managers? What makes you leave or stay in the company? What is the reason due to which you dislike your job role?

NPS: The company may use the employee net promoter score for measuring employee engagement. This is regarded as a simple as well as effective way for measuring the engagement of workers (Albrecht et al., 2018). With one simple question from employees, Apple Inc can gauge loyalty among workers.

Thus, Apple Inc can determine outcomes of employee engagement identify the important needs for workers like value, recognition, confidence, teamwork or career development, perform driver analysis to show weak areas of employees, developing a constant strategy of learning for measuring the employee engagement levels.

3. Strategies to raise the level of employee engagement

A benefit that is brought in the organization for their capability, knowledge, and skills is the value proposition. The major purpose behind developing a unique employee proposition lies in motivating, retaining, attracting, and inspiring workers. Employees who are engaged with the company are more loyal, committed, and productive (Devendhiran and Wesley, 2017). The major strategies that can be followed by Apple Infor raising employee engagement are as followed:

The company must show care to their workers that can have a greater impact on productivity and engagement. Apple Inc can send thank you cards to employees during video conferencing to keep them engaged.

The company can take the necessary steps for creating a healthy workspace by promoting measures like healthy eating and doing exercise. Apple Inc can introduce an incentive-based scheme for cultivating a great way of thanking employees and recognizing their efforts.

For engaging employees, the company can provide training to employees and also maintain a good corporate culture. Apple Inc can allow the workers to maintain their work schedules for increasing their motivation. The company can encourage employees to attend boarding sessions and listen to their business leaders for getting engaged with the team members.

To increase the engagement of employees, Apple Inc can provide feedback to workers and also recognize the efforts that can motivate them to perform better and be engaged. Recognition and rewards are the major strategies that can engage employees for a long period (Osborne and Hammoud, 2017). The company can delegate more responsibilities to the workers that can help in increasing employee retention and engagement.

Numerous learning, as well as growth opportunities, can be provided to employees in form of training, flexible work schedules, and remote working to increase their level of engagement. Apple Inc can do anonymous online surveys for taking feedback from employees. The company must seek as well as collate the employee feedback for increasing their level of engagement in the organization.

Apple Inc can hold a regular virtual meeting during a pandemic for encouraging creativity among employees. This can also help in increasing the level of employee engagement. The company must develop and share absolute responsibilities and goals for the workers for increasing their engagement (Kang and Sung, 2017). The company can provide engagement awareness training to workers for explaining the significance, benefits, and barriers related to employee engagement.

The company can encourage employees to work in a team and maintain a proper balance between their work and life for increasing their engagement. Apple Inc can develop or create separate communication channels or departments that look towards the employee's problem related to work and business policies for keeping them engaged.

Apple Inc can establish an engagement board for promoting the engagement culture. To increase employee engagement and customer satisfaction, the company must recognize the effort of workers and award them for their contribution to the company (Devendhiran and Wesley, 2017).

Conclusion

The report concluded that several measures have been taken by a business organization like making the workplace safer, flexible working hours, remote working, and effective job design to engage workers during the global Covid-19 pandemic. The report showed that employee engagement provides numerous benefits to organizations in the form of increased sales, customer satisfaction, profitability, and productivity. The report showed that business organizations have also entailed numerous measures during pandemics like sanitizers, gloves, masks, and eye protection for ensuring the safety of employees. It showed the major drivers related to employee engagement in the business. The report defined diagnostic tools through which employee engagement may be measured. It showed several strategies that can be adopted for increasing employee engagement in the business organization.

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