

Employee Engagement

Question:

What is it?

Kahn states that there are three key dimensions to employee engagement:

Physical – this is related to the amount of effort we exert both physically and mentally

Cognitive – is related to knowing the vision and strategy of the organisation and thinking about what we need to do to contribute towards achieving them.

Emotional – is related to relationships with fellow employees and buying into the organisations values.

If an employee is to be truly engaged then all three dimensions must be present.

Drivers of engagement

These need to be present if an employee is to be engaged.

- *Strategic Narrative*
- *Engaging Managers*
- *Employee Voice*
- *Integrity*

Question:

What are the benefits of engagement to the organisation?

What can we do to improve engagement in our organisations?

Why is voice important?

Voice

"Employee voice is the way people communicate their views to their employer and influence matters that affect them at work" (CIPD, 2020).

Why is it important

It is a key driver of engagement as we have just seen and offers benefits to both the employee and the employer:

Employee

Helps improve well being as we have a say over in the work we do giving us a sense of empowerment.

Helps increase motivation due to improved engagement.

Helps to improve the experience of work as we can make changes based on feedback.

Helps us feel part of the bigger picture and giving us a sense of purpose

Employer

Employers can benefit from higher productivity due to increased levels of engagement

More innovation as we are welcoming new ideas and ways of doing things

Helps to reduce workplace conflict as we're in constant conversation with employees

Less absenteeism as work loads are manageable and issues resolved thus improving well being

Methods to collect voice

Let's consider the methods we can use to collect voice.....

Further Reading:

/andrewwaleslod.<http://andrewwaleslod.co.uk/learning-resources-developments-in-employee-involvement-and-participation/>

CIPD, 2020. Employee Voice:

<https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/voice-factsheet#gref>

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Approaches around involvement and voice:

Unitarism

- All working together towards a shared goal

- Management assume all employees are on the same page.
- Conflicting views not expected
- Employee voice limited
- Top-down ideology

Pluralism

- Acknowledge that all individuals enter a company with different beliefs
- Conflict is recognised and desirable
- Conflict helps address different views and brings solutions
- Does not expect loyalty to views

Questions:

Is your organisation Unitarist or Pluralist?

Further Reading:

*Brewster et al (2007: 1248) as cited by Armstrong and Taylor
page 557*

<http://andrewwaleslod.co.uk/learning-resources-developments-in-employee-involvement-and-participation/>

Five Fair Reasons

The Employment Rights Act 1996 outlines five fair reasons to dismiss someone:

- *Conduct*
- *Capability*
- *Redundancy*
- *A legal reason*
- *Some other substantial reason*

Procedures

Conduct

Depends on how serious case is? If serious then may need to suspend whilst we investigate. However, for less serious cases in the first instance try to resolve issue through an informal conversation. If things don't improve then we may need to engage with disciplinary procedure.

Capability

In the first instance try to find out the reasons behind the performance issues then offer necessary support and interventions. Engage with performance improvement plan. If after all this fails to improve performance then resort to disciplinary procedure

Questions

What might happen if we dismiss someone if we did not have a fair reason?

What are the main differences between conduct and capability?

Further reading:

<https://www.acas.org.uk/disciplinary-and-grievance-procedures>

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Collective Bargaining

Is the official process where a trade union represents the interests of the employee. In the UK, collective bargaining is voluntary, and

only possible where an employer recognises a trade union as an option for employee negotiations.

The Trade Union and Labour Relations Consolidation Act 1992

Sets out the following rules, if rules are not followed then this would be unlawful and therefore any action classed as unofficial.

- 7 days' notice to the employer that there's an intention to hold a ballot
- 14 days of notice that action will be taken and who will be taking part.
- Unions have 28 days to take industrial action, or the process has to be restarted.

Trade Union Act 2016

At least 50% of the eligible employees must vote to take industrial action .

Substantive and procedural agreements:

- **Procedural rules** concern the establishment of processes by which cases are dealt with; for example, in a workplace context, the procedures to investigate individual employee grievances, or to carry out decisions to dismiss employees in a fair manner.
- **Substantive rules** refer to matters such as basic pay, overtime premiums, bonus arrangements, holiday entitlements, hours of work, etc. – mainly things that will contractually affect the member.

Questions:

Does your organisation engage with collective bargaining?

What do you think to the idea of collective bargaining?

What are some of the tactics unions are now using in industrial action?

How is this different to the past – think of what unions used to do

