PEOPLE MANAGEMENT PROCESSES (Armstrong, M., 2012)

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INTRODUCTION – KEY COMPONENTS

- Employee Engagement
- Motivation
- Commitment
- Change Management
- Flexible Working
EMPLOYEE ENGAGEMENT

• It means “going an extra mile” – it is replacing concepts of job satisfaction, motivation, and commitment in many business

• Psychological state experienced by employees in relation to their work

• “Individual’s purpose and focused energy, evident to others, in the display of personal initiative, adaptability, effort and persistence directed towards organisational goals” (Macey et al, 2009)

• Approaches to this definition – two interrelated aspects:

  - Job engagement: What takes place when people are interested in, positive, excited about their jobs, exercise discretionary efforts, are motivated to achieve higher levels of performance – when people find their jobs interesting, challenging and rewarding

  - Organisational engagement: It means attachment or identification with org as a whole – high connection employees feel for their org and positive attitude towards org and its value – they believe it’s a great place to work
COMPONENTS OF ENGAGEMENT

- **Commitment:**
  - strength of individual’s identification with, and involvement in an organisation

- **Motivation:**
  - It is force that energizes, directs and sustains behaviour
  - It can be intrinsic (factors arising from work itself or self-generated)
  - and extrinsic (things done to or for people to motivate them)

- **Organisational citizenship behaviour (OCB):**
  - employees behaviour that goes above and beyond the call of duty that contributes to organisational effectives
ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

• Organizational citizenship:
  - It is rooted in individual employees' view of the company and how they associate themselves with it.

• Organizational citizenship behavior (OCB): defined by Lambert, S.J. (2006, p. 503-525), as a behavior that
  - (a) goes beyond the basic requirements of the job,
  - (b) is to a large extent discretionary, and
  - (c) is of benefit to the organization”
FACETS OF ENGAGEMENT

• INTELLECTUAL ENGAGEMENT:
  - Thinking hard about the job and how to do it better

• AFFECTIVE ENGAGEMENT:
  - Feeling positively about doing a good job

• SOCIAL ENGAGEMENT:
  - Actively taking opportunities to discuss work related improvements with others at work

• Engagement has behavioural outcomes leading to what can be described as an “engaged employee”.
DRIVERS OF EMPLOYEE ENGAGEMENT

• **Leadership:**
  - which ensures a strong, transparent and explicit organisational culture, which gives employees understanding of job, visions and aims

• **Managers:**
  - who offer clarity, appreciation of employees’ effort and contribution,
  - who treat their people as individuals,
  - who ensure that work is organised efficiently and effectively so that employees feel valued, and equipped and supported to do their job

• **Employees:**
  - Who feel that they can voice their ideas and be listened to
  - Who feel involved in decision-making
  - Who can share problems and challenges jointly
  - Who feel commitment to arrive at joint solutions
Belief among employees:
- That organisation lives its values
- That behavioural norms are adhered to
- That there is trust & sense of integrity

Work environment:
- That promotes information sharing
- Provides learning opportunities
- Foster balance in people’s lives
- Create basis for sustained energy and personal initiative

Meaningful work
Senior management vision and communication
Positive perception of managers
Employee voice (having in things that matters)
OUTCOMES OF ENGAGEMENT – “ENGAGED EMPLOYEE “

- Is willing to go the extra mile
- Believes in & identifies with organisation
- Understands the business context and the “bigger picture”
- Wants to work and make things better
  Respects & help colleagues
As an HR Practitioner, you are instructed to provide some advice on how employee engagement, job engagement and organisational engagement could be enhanced within the organisation to improve organisational effectiveness.

Discuss critically, what steps should be taken to enhance the latter as a basis of your advice.

(Read Armstrong, 2012)
LIBRARY SESSION: READING AND RESEARCHING
(Hughes, Ginnett & Curphy, 2015)

TOPIC
Leader Development & Skills for developing yourself as a leader
(see the course outline)
(Hughes, Ginnett & Curphy, 2015)

- Questions and activities on page 78
- Mini-case on page 79 (questions on p.80) in existing groups
- Thursday, 03 March 2016 (18h35)
- Answer sheets to be submitted next week Thursday during the class