

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 5

Factors Affecting People at Work, Employment Relations, Wellbeing and Practices

Lecturer: John Muscat Drago

Date: 2nd December 2023



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Learning Outcomes

- What motivates people at work.
- People engagement and commitment.
- How the work environment impacts people at work.
- How to enhance productivity and commitment at work.
- The fundamentals of employment relations.
- The employment relationship.
- The psychological contract.
- The scope for industrial relations.
- The voice of the employee.
- Employee communications.
- The features of employee wellbeing.
- Managing an inclusive and diversified workforce.
- Basics of health and safety management.



Part 1



What motivates people at work



Motivating people

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Motivation – a definition

- A motive is a reason for doing something
- Motivation is concerned with what make people behave in certain ways
- Motivating people is about getting them to move in the direction you want them to achieve a result



Two types of motivation

INTRINSIC

EXTRINSIC

THE WORK ITSELF – THEY FEEL IT IS
IMPORTANT, INTERESTING AND
CHALLENGING – PROVIDES OPPORTUNITIES
TO DEVELOP, ACHIEVE AND ADVANCE

EXTERNAL FACTORS SUCH AS PAY, PRAISE,
PROMOTION

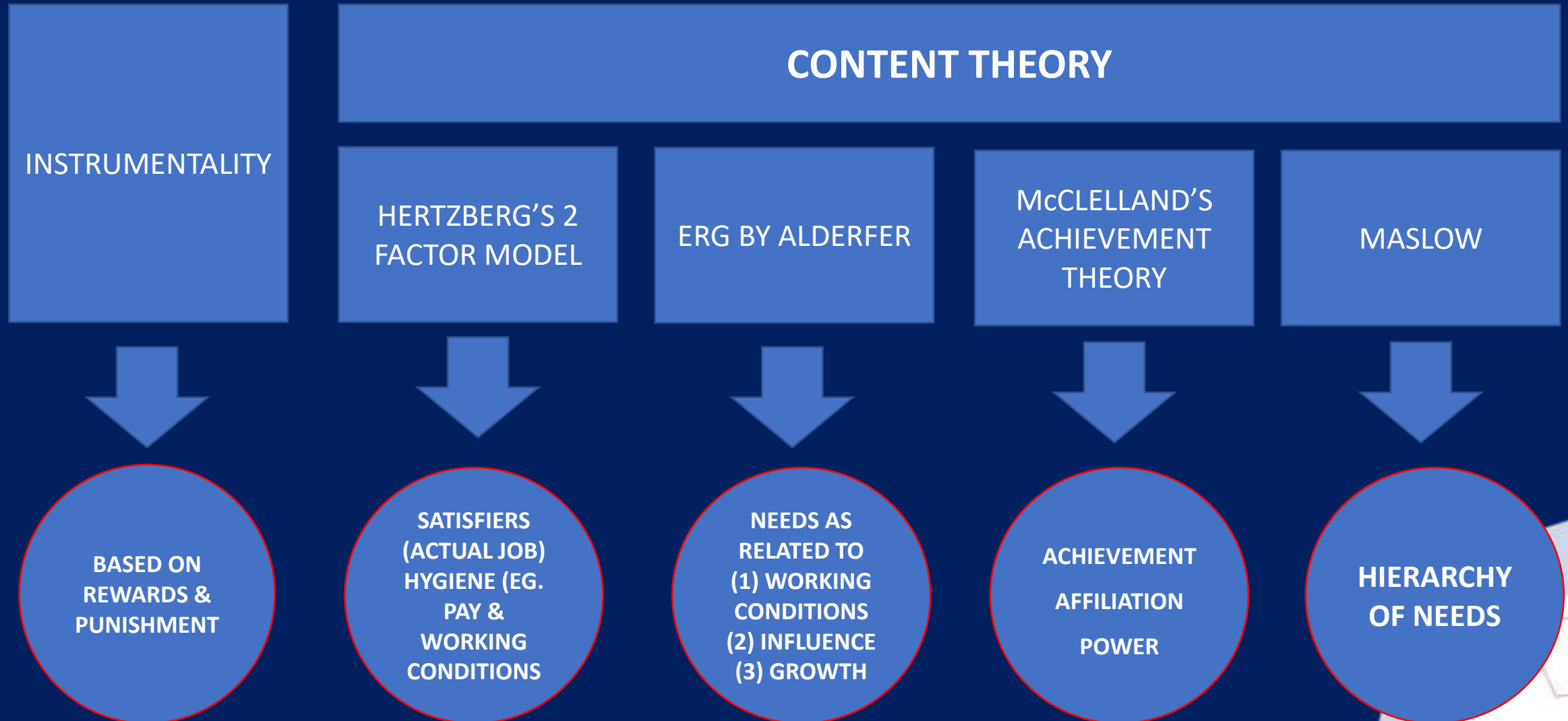
AUTONOMY

MASTERY

PURPOSE

IMMEDIATE &
POWERFUL
EFFECT BUT
NOT LONG-
TERM

Various theories on motivation



Other theories on motivation

PROCESS CONTENT THEORY

REINFORCEMENT
THEORY

EXPECTANCY

GOAL

EQUITY

SOCIAL LEARNING

SELF DETERMINATION

FLOW

AMO

Maslow hierarchy of needs



Approaches to motivation

Valuing people

(Success, trust,
empowerment,
respect)

Rewarding people

(Financially, though
not on its own)

Non-financial rewards

(Recognition,
Achievement,
Autonomy,
Responsibility)

What can you motivate people at work?



Come up with a minimum of **20** different ways of how you can motivate people at work

People engagement and commitment



Question

Do you see any differences in the behaviour of shop assistants when you buy from their outlets?

Interested

Willing to
help

Seem
annoyed

Bored

Enthusiastic

Ignore you



They may be just sticking to what is necessary as a minimum to do their job.....but they are not *engaged*



Why?

According to studies, less than **20%** are engaged at work!

What is engagement?

- Going beyond what is expected.....
- **“Discretionary”** effort

An 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 (2009:7)*



Components of engagement



Drivers of engagement



Outcomes of engagement

**Lower
absenteeism**

**Increased
employee
effort and
productivity**

**Improved
quality &
reduced
error rates**

**Increased
sales**

**Higher
profitability,
earnings**

**Higher
customer
satisfaction
and loyalty**

**Faster
business
growth**

**Higher
likelihood of
business
success**



Engagement strategy

1. Fair treatment of employees and support for wellbeing
2. Empowering employee to shape their jobs
3. Effective channels for employee voice
4. Good people management skills
5. Performance management systems that motivate and provide opportunities for development
6. Communications to reinforce purpose and vision to keep employees informed



Role of line managers in engagement

- Make employees aware about their strengths
- Provide continuous feedback
- Let them get on with the job (clear the path)
- Build, trust by showing commitment to employees' success
- Challenge people within their areas of strength
- Focus on skills and knowledge to build talent
- Give employees ownership and creation of their outcomes



Other factors in driving engagement

- Job design
- Learning and development programmes
- Performance management
- Reward
- High-involvement practices – give employees ownership



EFFECTIVE LEADERSHIP

Develop culture that encourages positive attitudes to work

Promotes excitement and interest in work

Reduce stress

Promotes social interaction and collaboration

Focus on employee wellbeing

Respect throughout

Commitment



STRONG DESIRE TO
REMAIN A MEMBER OF
THE ORGANISATION

A STRONG BELIEF IN AND
ACCEPTANCE OF VALUES
AND GOALS OF THE
ORGANISATION

READINESS TO MAKE
CONSIDERABLE EFFORT

Employee engagement management competency framework

Competency	Description
Autonomy & empowerment	Trusts and involves employees
Development	Helps to develop employees' careers
Feedback, praise and recognition	Gives positive feedback & praise & rewards good work
Individual interest	Shows concern for employees
Availability	There when needed
Personal manner	Positive approach, leads by example
Ethics	Treats employees fairly
Reviewing and guiding	Helps and advises employees
Clarifying expectations	Sets clear goals and defines what is expected
Managing time and resources	Ensures resources are available to meet workload
Following processes & procedures	Understands and explains processes and procedures

Factors affecting commitment

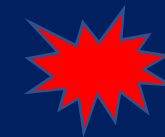


EXERCISE in GROUPS

You have been appointed General Manager within a manufacturing company producing sports shoes for export. The company, employing 250 employees on four different lines of production, has been in operation for 10 years and has been quite successful and profitable, though it can do better.

However it has a high product rejection rate and delivery dates to clients are quite often missed for one reason or other. According to a recent employee engagement survey, the overall score of employees was 63%. The employee turnover rate is 33%. The average rate of the employees' monthly salary is INR 14,000 (approx €160). The employee relations are calm on the whole but everybody tends to keep to his group of colleagues and there is not much cooperation or willingness to help each other.

What would you do to enhance the level of motivation and engagement within the company?



Video - How to measure employee engagement” by AIHR

https://www.youtube.com/watch?v=qQf_Qu8hkcw&t=18s

Articles

How to Boost Employee Engagement and Motivation

<https://www.ccl.org/articles/leading-effectively-articles/3-ways-to-boost-employee-motivation/>

Proof That Positive Work Cultures Are More Productive

<https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>

How to Improve Employee Motivation, Commitment, Productivity, Well-Being and Safety

file:///G:/My%20Drive/%23%2021%20Advisory/Diploma%20in%20HR%20Management%20-%20Apr%202022/ACT_CTIMproveEmployeeMotivation-with-cover-page-v2.pdf

Employee Engagement & Motivation

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





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Part 2



Employment and industrial relations



The meaning of employment relations

It is concerned with:

- Managing and maintaining the employment relationship
- How **management and employees live together** and what can be done to make it work
- Includes relating to people **individually** and dealing with them **collectively** through trade unions where they exist (industrial relations)



Objectives of employment relations policies

Includes:

- the maintenance of good relations with employees and their unions
- the construction of a cooperative and constructive employment relations climate
- the effective management of the work process
- the control of labour costs and
- the development of an engaged and committed workforce



Employment relations climate

- Refers to the perceptions of the parties involved (management, employees and their representatives) about the ways in which employment relations are conducted and how those parties behave when dealing with one another.
- An employment relations style may be created by the management style adopted by management, by the behaviour of the trade union or employment representatives (i.e. whether this is cooperative, hostile, militant etc) or the two interacting with one another which is much more productive



Components of a healthy employment relations climate

Trust between
management and
union

Management
treats employees
fairly

Open
management style

Harmonious
relationship

Mutual gains
approach

Employees are
committed to the
interests of the
organisation

Conflicts are
solved amicably

Management styles in employment relations

Authoritarian

Employment relations are not important and people issues are not attended to unless something goes wrong

Paternalistic

Similar to Authoritarian but a more positive attitude is adopted

Consultative

Trade unions are welcomed and employment consultation is high

Ethical approach

Importance given to all
stakeholders:

*management,
employees,
shareholders,
clients, society*



- High commitment
- High involvement
- Being genuine
- Listening to different views
- Explanations given

Employment relationship

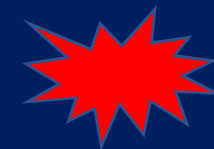


What is employment relationship

It describes how employers
and employees work together



What do you want from work besides a salary?



The nature of employment relationship

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There are various components namely:

The formal contract of employment

Procedures, agreements and work rules

An informal and constant process that happens whenever an employer dealings with an employee and vice versa



Concerned with the employee experience of working in an organisation based on management practices, leadership, how control of exercised, performance management and concern for employee wellbeing

**PSYCHOLOGICAL
CONTRACT**



Psychological contract



The psychological contract defined (1)

It is a set of unwritten expectations that exist between individual employees and their employers



The psychological contract defined (2)

It refers to beliefs that individuals hold regarding promises made, accepted and relied upon between themselves and another. In the case of organisations, these parties include an employee, client, manager, and /or organisation as a whole. Because psychological contracts represent how people interpret promises and commitments, both parties in the same employment relationship (employer and employee) can have different views regarding specific terms

Rousseau & Wade-Benzoni



Maintaining a positive psychological contract

- Create a sense of feeling “safe” within a company – safe to *talk*, safe to have *support*, safe to *make mistakes*, safe to be *defended*, safe to be *yourself*.
- Create a high involvement climate
- Provide opportunities for learning, training and development
- Focus on job security, promotion and careers
- Minimize “status” differentials
- Give fair rewards
- Allow and promote comprehensive communication
- Seek involvement of all
- Maintain a “healthy” work environment
- Listen
- Take genuine interest and respect people



https://www.youtube.com/watch?v=iD9jLSWUIC8&list=PLbi3RfSvUQ_z09GgyRNyINUgLvJLSZFam

Managing the employment relationship

During recruitment
interviews

By encouraging
maximum amount of
communication between
managers and
employees

During the onboarding
and induction

BUILD CLIMATE OF TRUST

(based on healthy relationships and mutual support)

The voice of the employee and employee communications



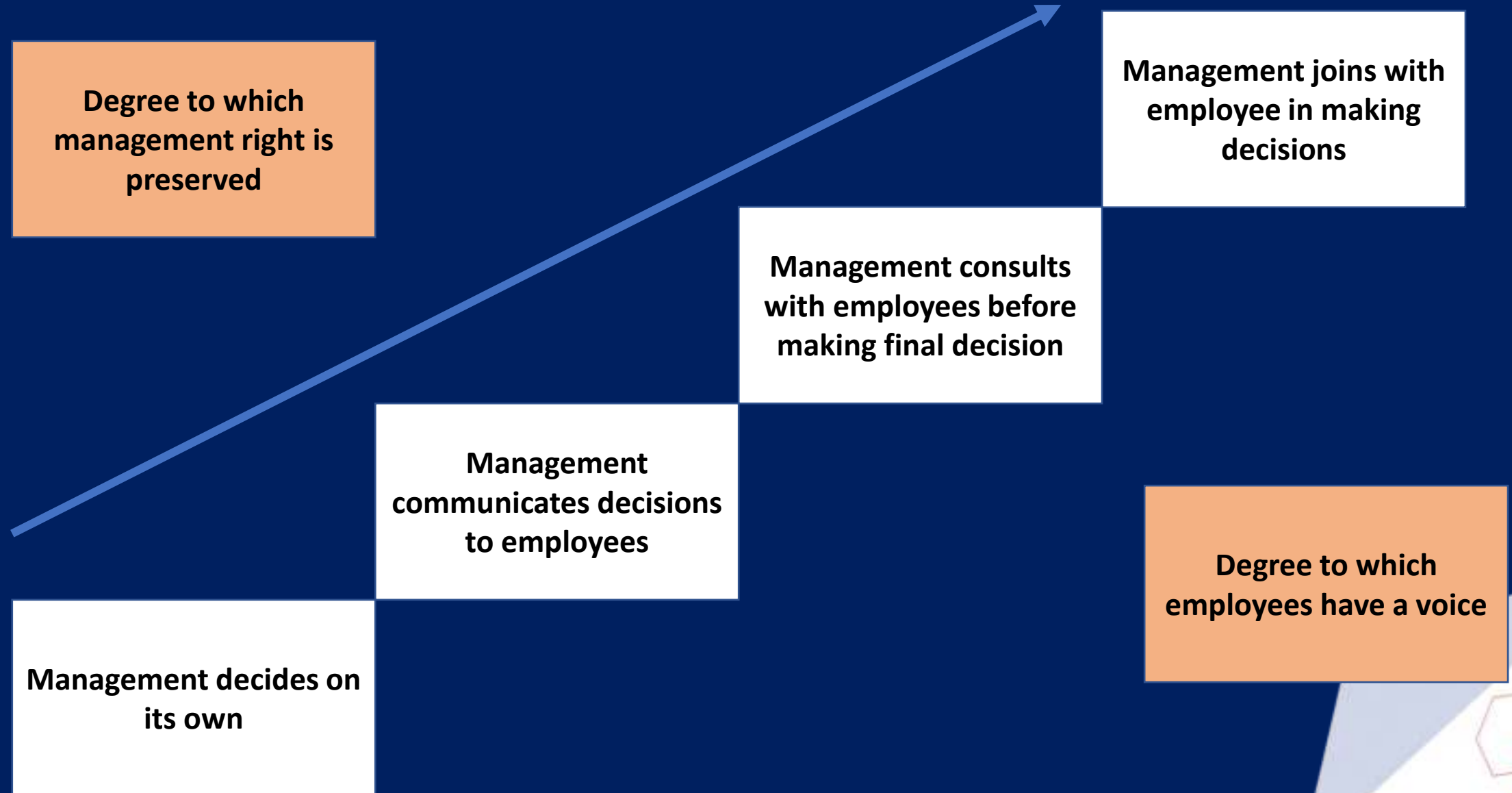
Employee voice - defined

“The ability of employees to express their views, opinions, concerns and suggestions, and for these efforts to influence decisions at work”

Dundon et al



Stages of employee voice



Types of “voice”

DIRECT

(Employees express themselves directly with management)

Employees surveys

Social media (internal)

Team briefings

Suggestions schemes

Quality circles

INDIRECT

(happens collectively through representatives)

Joint consultation

Trade unions

The importance of employee communications

Good communications from management to employees are important for three reasons:

1. It's vital for any change management programme – otherwise there will be resistance and difficulty in having a smooth change
2. Commitment is enhanced if employees know what the organisation has achieved or is trying to
3. It generates trust within the organisation



Features of employee wellbeing



Wellbeing - defined

“The overall quality of an individual’s subjective experience and functioning at work”

Warr (1987)



Dimensions of wellbeing

1

INDIVIDUALS SUBJECTIVE EXPERIENCE

“HAPPINESS WELLBEING”

Job satisfaction

Work environment

2

PHYSIOLOGICAL AND PSYCHOLOGICAL
ASPECTS

Job related anxiety

Burnout (exhaustion)

Wellbeing factors and actions

Wellbeing Factor	Description	Possible actions
Work environment	Physical and mental wellbeing resulting from working conditions	Provide a good, healthy and safe (physical and mental) working environment, minimizing stress
Job design and demands	Ability to meet job demands	Review job design practices and job demands to align them to the employees' work and personal realities (e.g. work life balance)
Relationships with Line Managers	How people are treated at work	Ensure managers have the right attributes to lead and manage people. Provide them with training and coaching
Relationship with colleagues	The quality of social relationships and behaviours	Ensure these relationships are healthy and have adequate policies to avoid bullying and harassment
Work-life balance	Have an equilibrium between work and personal life	Introduce family friendly policies and reasonable flexibility
Financial wellbeing	Having an adequate income to enjoy a reasonable quality of life	Pay people fairly
Stress	Stress at work is harmful	Support employees to avoid slipping into "stress" and offer support



Develop a wellbeing programme for your future organisation

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<https://www.youtube.com/watch?v=YU8PrzrsMCQ&t=9s>

Managing an inclusive and diversified workforce



What is diversity and inclusion

- Diversity refers to the differences between people – **“the mix”**
- Inclusion is the deliberate act of **welcoming diversity** and creating an environment where different kinds of people can thrive and succeed
- Diversity is **what you have**, inclusion is **what you do**
- Management of diversity and inclusion is based on the proposition that everyone should be **valued as an individual and treated fairly** irrespective of their race, gender, level of ability, religion, sexual orientation or age



How to manage diversity and inclusion

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Develop a diversity and
inclusion strategy

Define values of the
organisation

Set out the diversity and
inclusion policies

Communicate the values
and policies

Be mindful of sensitive
areas e.g. recruitment

Enhance awareness about
diversity and inclusion

Create diversity networks

Monitor progress



Basics of health and safety management



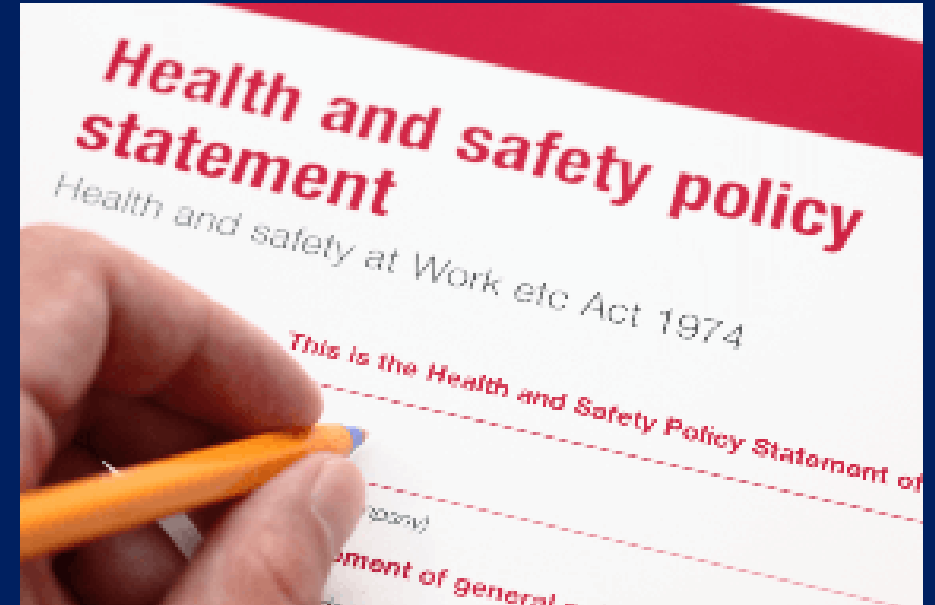
Aim of health and safety at work

Health and safety programmes provide for employee wellbeing by protecting employees – and other people affected by what the company produces and does – against accidents and the risks of ill-health arising from their employment or their links with the company



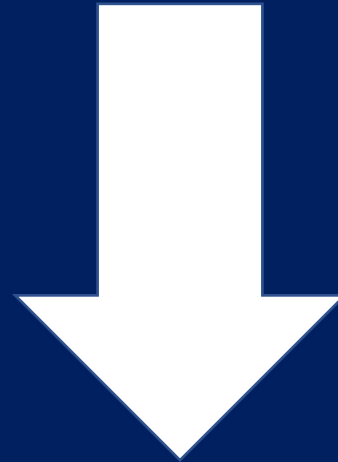
Health and safety policies

Written H&S policies are required to demonstrate that top management is concerned about the protection of the employees



Risk assessments

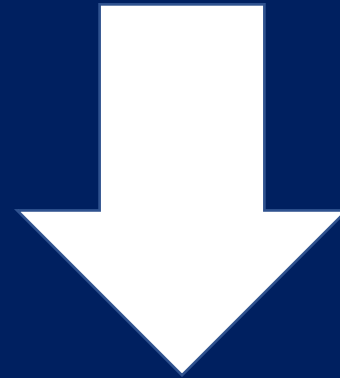
To identify hazards and analyse the risks attached to them



TAKE ACTION TO ELIMINATE OR REDUCE RISK

Health and safety audits

Provide for a comprehensive review of all aspects of health and safety policies, procedures and practices



TAKE ACTION TO ELIMINATE OR REDUCE H&S HAZARD



Promoting health and safety practices

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Know the H&S law

Inform employees about H&S hazards and practices

Repeat as often as possible

Take immediate action in cases of H&S weaknesses

Training people concerned about H&S

Take H&S seriously

Health & Safety Committees



Accident prevention

Identify causes of accidents

Take account of safety factors at design stage

Provide protective equipment

Carry out risk regular assessments & remove risk

Investigate all accidents

Maintain records and statistics

Conduct continuous programme of education and training on safe working practices





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