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Module Developing Relationships and workplace achievement (BMSW5102)

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1. Introduction

This report is for the purpose of discovering what the case study that my interviewee works for. In this report it is the NHS. Hoping to find out what strategies the organisation implements regarding the way it motivates its staff through motivation theories and looking at reward theories and the way the organisation trains and develops its employees. Theories on each of the aforementioned areas will be discussed then using answers from questions posed to the interviewee discuss what methods the NHS is currently using and theories that could be used to improve developing relationships and workplace achievement

2. Methodology

The questions posed to the interviewee were asked informally. This was created so the interviewee could answer in an honest way. In total three questions were asked to cover the three areas wishing to be discussed. Motivation, reward, training, and development when the answers are looked at the theories of each specific questionnaire will be cross checked against answers provided. This will then go in as far as to show in which ways the NHS uses motivation, reward and training and development with its staff. This will also show what the NHS is currently using and what it could be using instead

3. Company profile

On the 5th of July 1948, the National Health Service was born. Its creation and main objective were to provide health care based on your medical need rather than how much an individual could afford. Now seventy years later the world is a different place to the national health services post war creation.

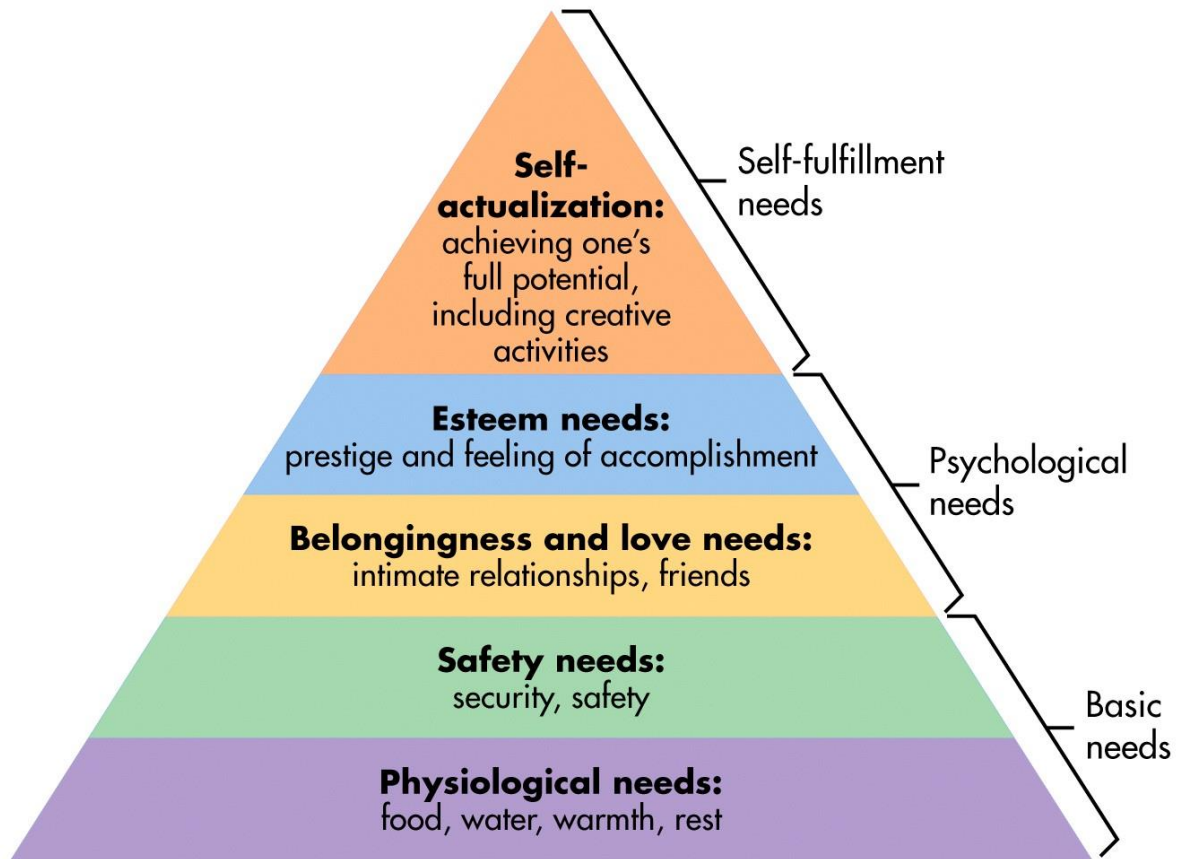
According to (Radcliffe 2013) “balance conflicting goals and competing demands in an ever-changing environment” leave the NHS in a “continuing process of institutional adaptation”

The national health service still has the same goals it always had at its creation. Its surroundings have dramatically changed. Battling lots of obstacles from funding to staffing to experimental medicines and global pandemics whilst still trying to obtain the goal of providing free medical care to those most in need

4 Motivation

What is motivation? Motivation is a reason for doing something. It can be made up of many factors that may persuade an individual to behave in a certain way. To be a good manager or business owner the ability to motivate people to do the thing that you want them to do for your business to run in the way that you want it to. There are many different types of motivation theories to choose from. There are factors to motivation as noted by Herzberg's theory extrinsic and intrinsic. Extrinsic motivation is where an individual is motivated by such things as financial gain adoration and a step up on the career ladder there are also negative sides to this form of motivation with a pay cut or demotion being an extrinsic motivator to do well at work. Intrinsic motivation is provided by the actual work itself. Called hygiene factors and motivational factors (extrinsic and intrinsic) hygiene factors are based on the company and what it does as employer motivational factors are based on the individuals' personal needs. Other theories by Taylor (1951) Hull (1951) and vroom (1964) all though vrooms theory was based on the expectance of reward as being a motivating factor. when I posed the question to the interviewee in on what motivational techniques does his employer the NHS use. He responded that. That emails are sent to them sometimes these emails can seem a bit scary and no motivational. These emails often consist of lists of don'ts. However, if they get an appreciation letter from a patient this is shared within the selected group. The interviewee stated that his other colleagues motivate him more than the management at times. This shows that it is a more collaborative team effort by the nurses rather than the top management. The interviewee also stated that it depends on the management and that some managers are better at motivating staff than other. He stated that the managers that come on at the end of shift and help and show appreciation by even a small gesture such as thanked for your hard work are managers that motivate staff more. Whereas managers that bark orders and are more concerned with their own job and do not really look to the floor to see what is going on can demotivate staff. This in turn will lead to staff members not being able to talk to managers if they are struggling especially in these times of the covid pandemic and ultimately affect the patients with this trickledown effect.

5. Maslow's Hierarchy of needs



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6 Herzberg's diagram of motivational factors

Herzberg's Hygiene and Motivational Factors



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7. Reward

Reward or reward management is how a company rewards its employees in a way that matches the company's ideas on growth. A reward strategy is used so that goals and standards set by the company are used in conjunction with the reward. If the company reward strategy works and the goals are reached, then the strategy has been a success. Although money can be a big motivator for a reward in the case of reward management it can differ. Reward can be done through appreciation or further training in the individuals desired area of career allowing to further themselves and the ability to therefore earn more could be seen as a reward for some individuals. The goals of reward management are to achieve the company's ultimate business goals. To put high performance at the forefront. It promotes the development of the businesses organisational culture. It helps employees do the right thing which in turn mans positive results for the company. By giving reward to individuals based on the value that they bring. Matching the reward system to the individuals needs. This would further help in the retention of quality high performing staff

(Trevor, J, 2011) theorised that strategic reward is a way of enhancing a company's competitive edge and advantage. By creating pay strategies but by also recognising that financial reward is not the the only cost of employing the right staff to join the business but also getting theses staff to relate and therefore follow and successfully achieve the company's business strategy the rewards system is based on three things financial reward non-financial reward. Tower Perrin theory was based on four square the top two square being the pay and benefits the bottom two squares are hypothetical and non-financial if a company can mage to get an employee satisfied in all these areas this is call total reward management this method also helps to differentiate between an individual's personal needs and work requirements.

When I posed the question to the interviewee about what type of rewards system there is at the NHS, he responded that the NHS is all about saving money. You can do extra shifts, and these are called bank this a financial reward. Furthermore, if you are a specialist nurse for example it as an employee used to receive a specialist rate as that employee is a specialist nurse this has since stopped. Also, if you were nursing in a time of increased covid rates you would get a higher rate but as the cases dropped so did your money. This is a good way to reward your hard work at a particular time. To stop a specialist rate when that individual can do more than another nurse is a negative thing. The NHS used to have a scheme where staff could get cars at a cheaper rate but that was stopped although there is talk of that scheme coming back. During the pandemic local restaurants provided meals for the staff. The NHS also has a Saturday club that you pay into then if you have any private medical treatment or a dentist visit or opticians then you would pay up front then the Saturday club would give the employee back a percentage. In the case of the NHS the rewards system really should be looked at again as if the rate of pay cannot be raised then the non-financial rewards should be better

8. Training and development

Training and development are two separate entities however to develop correctly the training must be correct for this to happen. Training is a tool it is used to create a system to follow so that the business or learning goal is achieved. Training can encompass lots of different things from manual skills including vocational qualifications. Information technology training or IT for short. Leadership training and personal and interpersonal skills and can also mean to train individuals or groups in the way a company wishes to conduct its business. As (Reynolds, 2004) suggested that training has a very important part to play in the fast-paced working environment or even learning environment. The reason why businesses train individuals or groups is that skills that need to be acquired cannot be taught in the workplace or by the individual to direct themselves. All types of skills could be needed by different numbers of people. The skills that staff need to be trained in may be specific or complicated. When training is being designed it needs to be planned as when the point of implementation arises the training is successful. Training needs to be led by individuals that are experienced at training for the training to be successful.

There are different types of training there is systematic training this means to identify the goals, by doing this then visualising what type of training needs to be done to achieve these goals. Getting experienced people to implement the training of these plans. Once this has been completed evaluate the outcome to see if the training has been effective or ineffective

Another form of training is just in time training this is matched to the needs of individuals by its links to immediate or probable needs. Bitesize training involves offering the opportunities to gain a specific new skill or gain knowledge in a shorter space of time. (Pedler, et al, 1997) suggested that companies that allows all its employees to gain knowledge will ultimately continue to grow and develop internally but also exponentially

When I asked the interviewee how their workplace implemented training and development, he stated that. It was dependant on where you work with in the trust at which particular hospital. The training is dependent on the budget on the hospital that you as an individual work in.

If nurses want to learn a new skill to move up a pay band, then they must put in a request. ITU for example has a higher budget to train nurses to ITU level as because of the pandemic lots of individuals are scared or reluctant to work on such a fast paced highly stressful ward where life and death situations are a regular occurrence. In previous years they used to hold courses every May and September if you attended these courses you used to move up a pay band automatically after completion of training this however has since stopped due to lack of funding. However, courses for ITU are being brought back in an attempt to gain new staff and then to retain them. The NHS is now bringing in two new positions trainee nurse associate where the individual does two years training and is allowed to do almost everything a nurse does bar a few things this could be seen as attempt to save money as these trainee nurses associates would do more or less the same work as a nurse for less money. Another thing the NHS has created is advanced nurse practitioner this is where the nurse is where the nurse is trained and allowed to do everything a doctor does apart from certain blood procedures and referrals this is a double-edged sword as it is good for nurses who want to train and progress to a higher level although they will get paid more than a nurse it would still be less than a doctor. This is also a good way of saving money for instance in a GP surgery where locum doctors can often be very costly

9. Personal development plan

To create a personal development plan. One must first assess the current situation whether in the workplace or a learning environment. A personal development plan must have an end goal by doing a personal development plan an individual can ascertain the skills required need to get to the goals set out in the personal development plan. To simplify an individual must assess their current situation and the skills needed to improve this situation. To set out a goal these goals could be an array of things from a higher performance rate to gaining a new skill or qualification or getting better in certain aspects of your career. You could also get support from management in developing this personal development plan as (Tamkin, et al,1995) described a personal development plan as a “self-organised learning framework”

9.1 Swot analysis

A swot analysis is often used as an analytical tool it is made up of four parts created by (Humphrey, A, 2005) it looks at internal factors of an organisation or an individual in the workplace or a learning environment and it also looks at external factors such as opportunities and threats either in the workplace or learning environment.

The following SWOT analysis is based on the NHS

Strengths

The NHS is the oldest free health service in the world. It is world renowned. Technology advances. As an organisation it is multicultural and inclusive. It has pulled together tremendously to battle throughout the pandemic, it has always remained true to its creation in the aspect of giving care to those most in medical need regardless of their financial situations

Weaknesses

Factors that could affect the working of the NHS are more cuts in funding. Lack of trained staff. Lack of staff due to illness. The retention of staff and staff leaving with not enough new staff coming in to fill these roles

Opportunities

Through the pandemic new technologies have been used with the use of these new technologies come the opportunity to move into new markets. Changes in the population could lead to new nurses being recruited.

Threats

New novel viruses that could bring the NHS to breaking point. The fact nursing is not seen as a very glamorous job therefore preventing today's generation in enlisting. More cuts in funding failure of technologies or equipment. Vaccine rollout not hitting the mark. A disastrous winter which always has been a threat to the NHS

9.2 Personal development plan

Short term

For this individual to go back to the original hospital that they worked at previously and there seems to be more chances to manoeuvre up the pay band scale and opportunities for the advanced nurse practitioner role which is the ultimate goal

Medium term

Within 6 months be settled back in previous role at preferred hospital. This will allow for more job satisfaction making it a more positive experience all round therefore having a positive impact on the patients and other staff this in turn will go towards the goal of advanced nurse practitioner

Long term

Advanced nurse practitioner training role becomes available within 12 months apply for role pass the interviews. Start the training become advanced nurse practitioner. Use this role to get a better position within the trust that the individual works for, or if other roles become available at other places other than the hospital scenario. For example, to work in a badger clinic or become a member of the air ambulance crew dealing with life and death situations which the individual will be more than capable of due to the experienced gained throughout their personal development plan and gaining the necessary skills to be able to prescribe lifesaving medicines as they will have all the necessary qualifications gained through their advanced nurse practitioner training

10. Conclusion

Whilst conducting the research for this report. Different theories on the questions posed in this report were revealed. These examples included how to design plans to motivate employees and how to assess their personal needs whether they be extrinsic or intrinsic and ways employers can plan to get these motivating factors to make the staff follow their business plan. The NHS is 70 years old this year and the theme that's been apparent throughout the report is lack of funding and a lack of empathy between management staff and those on the frontline. This in turn leads to barriers growing between the groups which will in turn have an effect on the most important people in this situation and the whole reason the NHS was conceptualised the patients. In such a big organisation there will often be friction especially in highly charged life and death situations. Budgeting, staff retention, interpersonal skills and pay rises are all areas that could be looked at by the NHS. In its form the NHS is still a world class organisation but changes to how it motivates, rewards, and trains and develops its staff should seriously be considered which would go towards the continuance of this great British invention the National Health Service

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