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Scope of the Report

For any businesses or organisations to be successful, competitive, and to gain the upper hand over competition, workplace development of individuals is extremely important. There are different ways in which organisations choose for workplace development. Focusing on the supermarket retailer Aldi, this reports aim is to highlight and evaluate different types of development vehicles and practices used by Aldi's to the development needs of individuals. Included in the report will be organisational examples, accessing the many potential benefits to the organisation and to the individual of using these development vehicles in the workplace. Also included in this report is a development plan, and recommendations on how Aldi can improve its HRM practices.

Brief Introduction / Overview of Aldi

Aldi supermarket chain is a well known brand around the world . It is a German based company which has seen rapid growth in the supermarket/retail market over the last few years. According to an article by Butler (2017) Aldi is the UK's 5th largest with over 750 stores in the UK. It currently has more than 32000 employees in the UK. One of Aldi's beliefs is that people are their biggest and most brilliant asset (Our people- ALDI UK 2019).

To offer its employees job satisfaction and develop its employees, Aldi offers various training programmes, motivation practices, furthermore it has in place internal promotion opportunities.

Human Resource Management (HRM)

To understand more about human resource management practices at Aldi and the development vehicles is utilises, it is important to understand what HRM actually means and its roles within an organization. As stated by Armstrong (2009), Human Resource Management or HRM, is defined as a strategic process within an organization's procedures of employment integration and overall development of employees. Within an organization, the employment processes and management are aspects and activities that are associated with what HRM is concerned with. According to Storey (2001) the following are aspects and associated with the meaning of HRM;

- An array or collection of a set of principles and expectations;
- Making fundamental decisions about how to manage people;

- Working in tandem with line managers to build relationships with employees

Within organizations, the authority of HRM is commissioned to people who are adept and proficient in HRM. They then work accordingly in collaboration with line managers to promote HRM practices. There a various development vehicles used by organizations through HRM to develop employees, which include Employee motivation, Performance management, and Training.

Employee Motivation

Motivation is the reason for action, willingness and goals of a person or person's. It is a reason for doing something. Within a workplace environment, the motivation of employees is of high importance. The way employees are motivated can differ from one person to another. Thus different motivational theories and strategies must be in place to move people towards the direction in which to achieve the goals of the organization. Employees whom are motivated are more aspiring, imaginative, creative, and are more persistent in reaching goals, which means that a motivated workforce will work more efficiently (Parashar, 2016). Some employees may be self motivated but for the majority of employees, motivation to a lesser or higher degree will be needed. According to Giancola (2014) motivation can be distinguished between two types of motivation which are Intrinsic and Extrinsic Motivation. The difference between these two types of motivation is that intrinsic motivation is driven from personal satisfaction, and extrinsic motivation is influenced by outside forces.

- **Intrinsic Motivation.**

  Examples of this type of motivation is when people find the work they are doing is important, interesting, challenging, and when they feel a sense of achievement while doing tasks. This type of motivation can also occur when employees have the chance to use and develop their skills and abilities. This can be a source of strong long term motivation (Amabile, 1993).

- **Extrinsic Motivation.**

  This type of motivation happens when certain things are done to motivate people. Examples of such things used include rewards, increasing pay, incentives or promotion. Extrinsic motivation can also come from performance related pay, discipline or criticism of work, and withholding pay. Extrinsic motivation can have a quick effect but may be more short term in nature, and not be a long term motivator less superior to intrinsic motivation (Nasri & Charfeddine, 2012).

Motivation methods at Aldi.

Aldi is an organization that places motivation of its employees of high importance. Aldi uses both types of motivation (Intrinsic and extrinsic) to get the most out of its employees. One of the extrinsic motivations it uses is money. In 2017, Aldi became the first of the supermarkets in the UK to pay its shop floor workers a higher rate than the UK's national wage. Since then it has it has increased its pay rate higher than the living wage calculated by the Living Wage Foundation based on inflation. (EMMA, 2019).

Money is a powerful motivator because it can be directly linked to the satisfaction of many needs. Money and financial incentives can motivate people, but there are doubts to its overall effectiveness and longevity. According to Herzberg *et al* (1957) the lack of it can cause dissatisfaction, but money does not result in lasting satisfaction. Employees may feel good from the higher rate of pay or increased wage, but this feeling of euphoria can rapidly die away if other factors are not in place such as working environments and the quality of management.

Another factor Aldi uses to motivate employees is the chance for career advancement or promotion. This is an excellent technique in getting employees to work hard in order to have a chance at career advancement. Successful employees are given training and promotional opportunities at different stores and receive higher financial packages.

Different theoretical motivational theories have shown the relationship between motivation and promotion, such as the expectancy theory which is evident in promotion at the workplace. This idea is supported by Vroom (1964) who says that individuals behaviour can be highly influenced and changed by the expected outcomes of their actions. According to Lunenburg (2011) the expectancy theory of Vroom is based on three key elements of assumption, which are Expectancy, instrumentality, and valence (See Figure 1.1). The theory first component is expectancy of a person, which can be defined as a person's belief or evaluation of the amount of effort required for better performance or higher productivity. Example of this is an employee who at Aldi is working in customer service, and that person believes that trying or working harder will lead to customer satisfaction. The next part of the theory is the instrumentality which is the feeling of a person that their higher performance will lead to rewards and recognition. The third part of the expectancy theory is valence, which is the perception of the person receiving the reward or punishment as a result of their workplace performance.

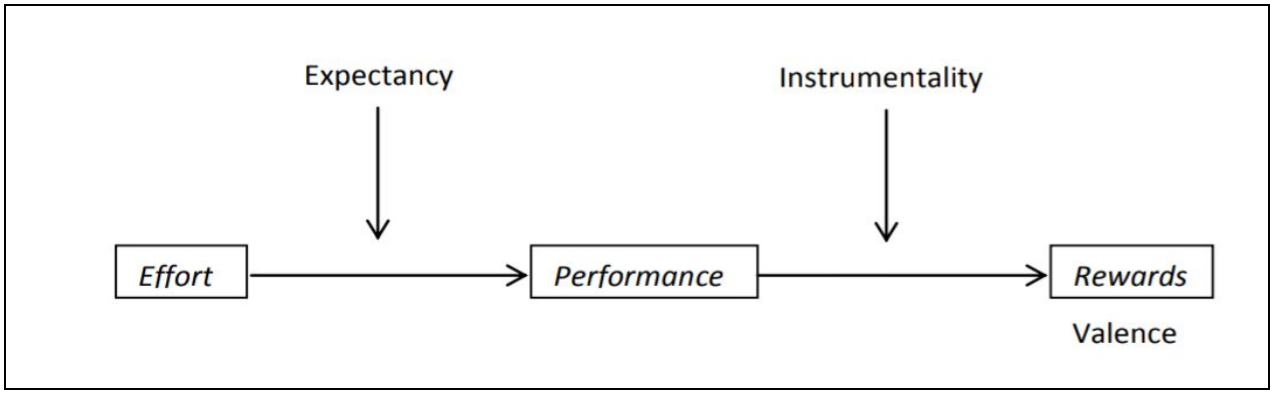

Figure 1.1 : Basic expectancy model

The reward or valence must be sufficient enough to encourage higher performance. According to Moran (2013) an individual will be more motivated to work if they believe that their effort will result in achieving the reward, and that the reward is sufficient or worthwhile of the effort.

The expectancy theory is something that Aldi has incorporated into its strategy on increasing motivation through promotion or job advancement opportunities. Employees work harder and job performance is greater because of the opportunity of rewards like promotions.

Promotion means the chance of job advancement which can lead to higher wages, better status within the organization, better working conditions, enhanced training opportunities, which often will lead to better job satisfaction. According to Riketta and Dick (2005), the behaviour of employees within the workplace can be influenced by the level of job satisfaction. The higher the job satisfaction, the better positive workplace behaviour.

A study by Harrison and Novak (2006) has emphasised the need for management to provide promotion opportunities to employees because it results in improved motivation and enhanced performance.

Other motivational theories that are evident throughout Aldi's motivation strategies, are theories such as the Mayo effect theory. Developed in the early 1930s by Elton Mayo, in which he suggested that motivation can be gained by a number of factors such as :

- Better communication
- Effective teamwork
- Showing interest in each other
- Greater involvement in decision process
- Making work more interesting

Aldi places high emphasis in making sure communication is good to improve motivation. This is done through daily team meetings and face-to-face meetings to update staff of any new developments or changes. Aldi also uses intranet and newsletters to keep employees informed of new developments. Another way Aldi promotes motivation is through training. All employees are trained to carry out different jobs such as tills or warehouse. This avoids work being repetitive and avoids monotony of the job which can reduce motivation.

Another motivation theory which is evident at Aldi is the 'Hierarchy of needs' theory formulated by Maslow (1954) in which the theory is demonstrated in a pyramid where Maslow suggested that with each level being achieved, starting at the bottom of the pyramid, resulted in motivating people to achieve the next level. (See figure 1.2)

Figure 1.2 : Maslow's hierarchy theory

The five sections of the Maslow hierarchy theory are followed by Aldi step by step, starting from the bottom, motivating employees to achieve the next level, which are as follows;

- **Physical / Physiological needs:** Aldi gives its employees a place to work with regular pay and facilities such as canteens and lockers for personal belongings.
- **Safety / Security needs:** Aldi offers job security through permanent employment contracts, sick pay, company pension schemes and opportunities to join trade unions. They also have a comprehensive health and safety programme in the workplace.
- **Love / Social needs:** Aldi has promotes a high degree of teamwork ethos. The offer flexible working conditions and hours.
- **Ego / Status:** Through programme such as Aldi's feedback systems and appraisal systems, individual are recognised for contributions and achievements. Employees are rewarded and are given opportunities for advancement.

- **Self-actualization:** Aldi offers personal development plans and offers promotion opportunities to capable employees through its career progression programme

Benefits of Employee Motivation

Organizations place employee motivation as of great importance, and there is a many number of reasons for this. One of the main reasons is for the management to meet the goals of the organization. According to Monzoor (2011) when employees are motivated the organization can set their goals by using its employees talents. Monzoor (2011) also mentioned that in a changing world, employee motivation is crucial for an organization's success.

The benefits of employee motivation to an organization such as Aldi include the following :

- ***Improved job satisfaction.***

  This leads to increased productivity or better service because the employee feels good at doing the job itself, they feel a sense of achievement and a sense of importance. This is an intrinsic type of motivation that has longevity. At Aldi, job satisfaction is acquired through development and employee engagement. Workers at Aldi who have improved job satisfaction work with pride and give better customer service. As mentioned by Nelson (1996) increasing employee responsibilities and providing opportunities for job development are also factors which increase job satisfaction, both of which Aldi uses as motivators.

- ***Increased employee commitment.***

  This means employees are willing to go that extra mile for the organization. Motivated employees at Aldi will be more committed to work harder or work extra hours if this is needed.

- ***Employee development.***

  Employee development can assert the link between effort and results to an individual resulting in individuals being motivated to set higher goals or targets, and thus performance is increased. Aldi uses its programmes of performance management to reward and recognise higher performing employees, and offers rewards such a promotional opportunities.

- ***Improved efficiency.***

  There must be a balance between the willingness to perform and ability. This balance leads to increased productivity and improved efficiency. Motivated employees produce better results compared to unsatisfied employees. According to Zerbe *et al* (1998) employees perform their duty with more efficiency when they feel satisfied with their company. Aldi uses both intrinsic and extrinsic motivation factors such as pay and development to reach this balance.
- ***Lower absenteeism / employee turnover***

  Motivated workers are more willing to work and are more likely to have fewer absences. They are also more loyal thus resulting in fewer employees leaving. This reduces labour and running costs of an organization.

Performance Management

Another of the development vehicles for employee development used by organizations is performance management which is a strategic process of improving overall efficiency of an organization by improving and developing the performance effectiveness of individuals (Drumm, 2005). It can be continued process in which employees and HR management work together within a timeframe that sets out how they can best work together to achieve a specific goal or required results. As Buchner (2007) emphasizes that performance management is something that should be done for the individual and in partnership with them. There are five primary features of performance management process which are:

- **Agreement;** setting development goals, agreeing with targets
- **Measurements;** measuring performance through reviews
- **Feedback;** receiving feedback on performance ie through 360 degree feedback methodology
- **Positive reinforcements;** this can be through needs such as extra training
- **Dialogue;** communication with line managers or supervisors through meetings

Performance management is a continuous process and a self-renewing cycle illustrated in figure 2.1 below.

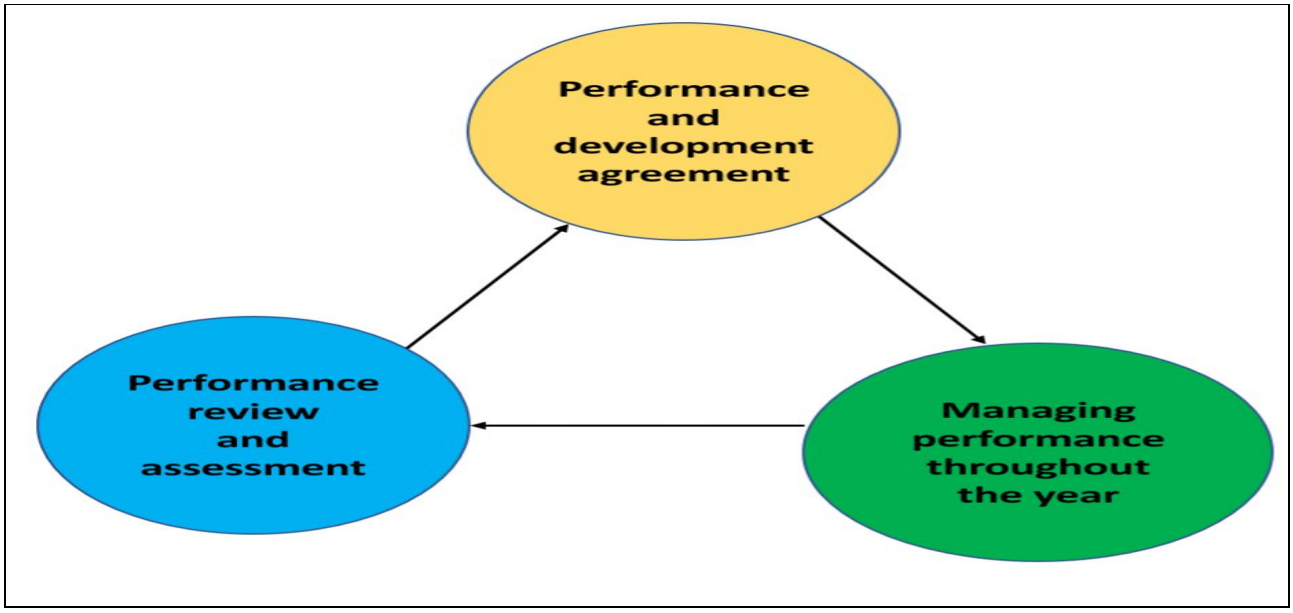

Figure 2.1; The Performance management cycle

The overall objective of the performance management process is to develop people so that they can meet and exceed what is expected of them. It is also a tool for making people reach their full potential, which will not only benefit the individual but also the organization as a whole. It leads to improved effective communication and efficiency within organizations, and increased individual performance (Kaplan, Norton, 1992).

Performance Management at Aldi

Aldi uses performance management as a method of reviewing the performance and potential of its employees. Some of the methods Aldi uses is appraisals, setting agreed goals, personal development plans and 360 degree feedback. This is usually carried out formally and systematically at regular intervals with its employees.

One of the methods used at Aldi is the management of objectives and goals. This is where managers work in tandem with their subordinates to set achievable goals and targets while working. Goals are then regularly evaluated and discussed by managers with their subordinates and the feasibility of the objectives set. This is based on the 'goal theory' which is one of the three theories emphasising performance management identified by Buchner (2007). This theory indicates the importance of setting and approving on objectives and targets, so that

performance can be evaluated. Aldi uses this method of performance management to identify individuals who have gaps in performance whom may need further training or mentoring.

A method used at Aldi is the 360 degree feedback. According to Mullins (2010) the 360 degree feedback approach is an appraisal and feedback on an individual's performance from a number of different sources including peers, supervisors or managers, executive bosses, subordinates and sometimes even customers. The data collected is usually by surveys or questionnaires on individuals behaviour and competencies. This method is used at Aldi in accordance with other methods of the performance management review process to score individuals on a scale system and communicate where improvements are needed.

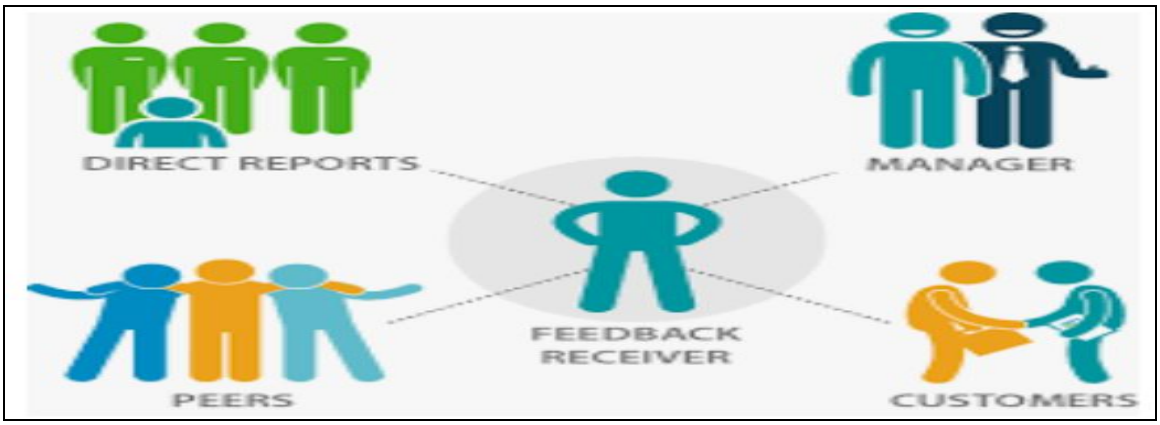

Figure 2.2: 360 degree feedback illustration

The advantages of the 360 degree feedback methodology is that it gives a wider perspective of how an individual is perceived by others and a more clear view of his or her own performance or behaviour. The main disadvantage is that people do not always give feedback with honesty and integrity. This methodology may also put added stress and pressure on people receiving or giving feedback. It may cause tensions among peers particularly when promotion or pay rises are at stake.

Benefits of Performance Management

The main emphasis of performance management or performance review systems is to improve the performance of individuals so that it will lead to a better performance of the organization as a whole. Some of the benefits to individuals and organizations include:

- It identifies the strengths of individuals and suggest effective ways they could be used.
- Deficiencies can be found and overcome with tailored training or coaching.
- A higher level of consistency can be developed through feedback on performance issues and discussions about potential.
- It encourages better performances from employees because of systems like goal oriented performance development plans.
- It can identify problems with work practices that restrict progress and or cause inefficiency.
- It can determine particular types of training needed for specific individuals.
- It can give indications of suitability for promotion on individuals.
- It can identify gaps in development.
- It can improve communication between management and their subordinates.

Along with the advantages that come with performance management, it also has its disadvantages. According to Guest (1987) performance management has a poor success rate. He stated that performance management can ultimately be self-defeating, and that in an attempt by management to extract higher performance through practices or policies can lead to further de-motivation in the workplace. Some reasons for this may be that managers are not skilled enough or do not discriminate sufficiently when assessing performance. Another reason may be because of benchmarking goals and targets where individuals with different skills have different outcomes.

Training

The final development vehicle available to organizations to be discussed in this report which is arguably the most important and intertwined with the other development vehicles is training. The definition of training stated by Armstrong (2009) is the use of structured and calculated guidelines and activities to encourage learning.

One of the major areas for effective management of human resources is the development and training of individuals. Training is often renamed within organizations with training and development, or Learning and development. These terms are different from one another which are as follows:

- Training activities are normally carried out separate from the workplace environment, with a qualified trainer. It's aim is to bring a change in behaviour and attitudes of

individuals. It is an orderly process in gaining the skills needed to perform jobs adequately and with efficiency (Honey, Mumford,1996).

- Learning is a more self-managed process. It's aim is to improve performance through acquiring new expertise.
- Development is a more continuous and enduring course of action. It is a structured learning process which includes many types of activities including training, and thus development is wider then both training and learning.

According to Reynolds *et al* (2002) training is used by organizations to promote learning and is one of several responses it can use. This can be both formal and informal. Formal learning is more systematic and planned process. It can be conducted on or off-the-job consisting of instructions and a practical approach. Informal learning is more experimental, and takes place on-the-job, on a need to learn basis.

Reynolds (2004) commented that for organizations to accelerate learning, training has an important and complementary role to play. For organizations to ensure learning takes place, formal training is undertaken. Formal training is justified when the following circumstances arise:

- Skills required for work need specific specialist instructions by a qualified instructor.
- To meet new job demands, skills must be rapidly attained and experience alone will not suffice.
- Specialisation or the complexity of the job
- Crucial and important information must be given to employees to meet with standards and health & safety laws.
- A high number of people need the training which is common in nature eg job inductions, IT skills or teamwork skills.

Depending on the organization, there are many types of training. These include manual training, IT skills, management training, and learning of organizational procedures such as inductions or health & safety. Whatever the training might be, for training to be effective organizations will need to use the structured approach with an analysis on what skills are needed.

The purpose of the training should be evaluated with clarity, and opportunities should be taken by management to embed learning at work ie. On-the-job training. Furthermore, the techniques used for the training should be appropriate for purpose.

Training and development at Aldi

The approach Aldi uses a for the development of its employees is structured specifically. It firstly identifies its training needs, and then it implements the training needed with organised training programmes. The procedures Aldi follows are ;

1. Identifying the type of training which is needed.
2. Evaluating the best type of training needed to accomplish goals and needs, ie formal or off-site training.
3. They used experienced and trained instructors for implementation.
4. They carry our evaluations to ensure effectiveness of the training.

The method of how Aldi discovers the training that is needed is through monitoring key aspects of performance at all levels within the company. An example of this is how Aldi monitors it's stock levels of products. If the levels of its stocks go under a certain level, and this happens on a regular basis or pattern, then a training programme on 'order accuracy' is designed and carried out (Aldi study 2019). Aldi has in place both off-the-job training and on-the-job training. Off-the-job training is carried out at specific training centres or colleges. This type of training is particularly useful in developing transferable skills. Some of this type of training at Aldi includes:

- Rules, regulations and laws of employment.
- Induction and health & safety
- Performance appraisals
- Aldi management systems

While employees are actually working is when on-the-job training can take place. As mentioned by Huselid (1995) this is advantageous for the organization and the employee alike. This is because the employee can learn and train while in the same work environment, and also learn how to deal with problematic situations they may face during a normal working shift. The organisation also benefits from on-the-job training because it will not lose employees work times and won't lose extra money needed for providing off site training or counselling. Some examples on-the-job type of training carried out by Aldi's include coaching, Job rotation, mentoring, and sitting next to a work colleague, which involves working alongside a colleague to learn a new skill.

Benefits of Training

The primary objectives of training is to improve knowledge, skills, and also change attitudes of employees. It can have a huge impact on motivation and productivity at the workplace. This can lead to a varied range of benefits for both individuals and the organization as a whole. According to Mullins (2010), some of these benefits of training include :

- Increased confidence and motivation.
- Making employees more committed to the organization.
- Employees acquiring a sense of personal fulfilment and accomplishment.
- Enlarge the window of opportunities for career advancement.
- Enhance the standards and availability of skills of staff for organizations to utilise.
- Increased possibility of promotion.
- Increased sense of responsibility.
- Increased organizational performance and efficiency.

Training and development of employees is a key factor in gaining a competitive edge over rival organizations and delivering improvements in profits. This is because it improves performance and productivity in individuals and organizations as a whole.
The next part of this report is about Personal Development Plans and how it can be used for evaluation of employees.

Personal Development Plan (PDP)

Personal development plans or PDP's, stated by MucMullan (2003) can be expressed as an assessment tool used by organizations for gathering information on employee future development needs. It can also indicate past developments that were accomplished or outstanding. It gives information and an overall indication of overall employee competencies. It can serve as a tool in decision making in aspects like training programmes needed or promotion opportunities. It can also serve as a tool for guidance, coaching, and feedback to employees from managers about strengths and weaknesses. It can differ in form, depending on the organization, some forms of a PDF include an employee portfolio, development logbook or job diary or document (Schmitz, Schillo 2005).

The following is a PDP of three employees of Aldi's whom have specific development needs which have been identified.

Objectives	*Type of training needed*	*Time-Frame*	*Skills to be acquired and Priority*	Evidence of success	*Review and outcome*	*Impact*
Person 1 Improvement in customer service skills needed	On-the-job , Sitting next to a colleague, customer service video	6 to 12 Months	Communication People skills Problem Solving Initiative *High priority*	Improved confidence, less supervision needed, expertise.	Every 2 weeks	Better customer satisfaction
Person 2 To improve product knowledge	On and Off the job, Aldi website	6 to 12 Months	Knowledge of products , initiative *High priority*	Can give product information with confidence	Weekly	Customer satisfaction, Confidence
Person 3 Improve effective communication	Off-the-job, College, Online courses	1 year	Improved Communication, Confidence. *Medium priority*	Better at communicatin g better team player	Every 6 months	Customer satisfaction, Better Teamwork,

Figure 3.1 : Personal Development Table

What the table shows is how an individual's needs of improvement can be managed, reviewed, and how it can be accomplished.

Person 1 has the need to improve customer service skills. This can be accomplished by on-the-job training and with techniques like sitting next to a colleague. It's priority is high because it is affecting customer satisfaction.

Along with the benefits to the person, the PDP highlights the impact of gaining new skills. The review and evaluation will take place every two weeks.

Person 2 needs to improve product knowledge on products sold by Aldi. The priority is high because customers often ask about certain information on products. Having this knowledge can impact customer satisfaction in a positive way. This can be accomplished on the job, and off the job by studying the Aldi website on products sold.

Person 3 needs to improve effective communication, which can be acquired by attending college. This will lead to improved communication skills and a certificate of acknowledgment. One of the impacts would be that this person could work more effectively in team environments.

Conclusion

Organizations are constantly striving to improve performance, productivity, efficiency, and to gain a competitive edge over rivals. These can be gained by employee development through effective human resource management. As discussed in this report, it is highly important to develop employees to motivate and increase the chance of an employee working to their highest ability. Motivated employees are more likely to work harder, and employees with sufficient training are more likely to increase efficiency. Aldi, the organization discussed in this report, is a growing business that takes employee development seriously. The report has shown a many varieties of ways Aldi uses to in employee development. The importance of employee development has be show at Aldi through its year on year growth and increased market share. Recommendations for Aldi would be to keep on top of its HRM practices and continue to invest in its programmes of employee development, for even more growth for the future.

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