

BSWM

by Stefania Enoaica

Submission date: 25-Jul-2023 05:08PM (UTC+0100)

Submission ID: 210668550

File name: 36088_Stefania_Enoaica_BSWM_503881_104588618.docx (31.08K)

Word count: 3245

Character count: 18047

DEVELOPING RELATIONSHIPS AND WORKPLACE ACHIEVEMENT

STUDENT NAME:STEFANIA FLORENTINA ENOICA

LECTURER'S NAME:DR. DOREEN NYAA AMUNDAM

STUDENT ID NUMBER:2124107

**COURSE NAME:DEVELOPING RELATIONSHIP¹ AND WORKPLACE
ACHIEVEMENT**

Table of Contents

1 Introduction	3
“Critically assess the potential benefits to the organisation and the individual of personally developing individuals in the chosen organisation”	4
“Critically evaluate development vehicles available to UWTSD appropriate to the development needs of the individual”	5
“Generate a detailed plan (Personal Development Plan: PDP) to meet the identified development needs of an individual working in UWTSD”	8
Conclusion	11
Reference	12
Appendix	14

Introduction

UWTSD is an employee-focused University that aims to furnish the skills and understanding or knowledge of learners which can help them achieve their desired goals in future. The university was founded by "Bishop Thomas Burgess" and was formally known as the "St. David college", Lampeter in 1822 (UWTSD, 2023). Concerning UWTSD, the discussion will be made on how relationships can be developed within an organisation. The report will be analysing how the development of relationships and knowledge of different personnel benefits the employees as well as the overall organisation. Evaluation of the development vehicle will be done in which examination of the most appropriate needs or factors will be visualised that can help UWTSD to enhance growth and meet the needs. Further, discussion will be made on certain aspects with the help of a PDP which will highlight the development needs of the chosen company. Through the PDP a working plan will be prepared for the organisation that can help them develop the people and the company as a whole.

1
“Critically assess the potential benefits to the organisation and the individual of personally developing individuals in the chosen organisation”

Developing individuals can create an environment in an organisation where everyone tends to look forward to prospects and focus on key areas to achieve the common goal (Anselmann and Mulder, 2020). There are some motivation and performance management theories which can benefit both individuals and organisations in the following ways-

The **Herzberg two-factor theory** states that the motivation of an employee depends on hygiene and poor hygiene factors. This theory states that when employees are provided with proper working conditions, and adequate facilities that can help them perform their tasks effectively, they tend to understand their job role better (Bhatt *et al.*, 2022). The hygiene factors are the factors that offer job satisfaction to the employees. This factor includes salary and benefits, job security or policies and company reputation which induces the productivity of employees. The employees learn how they need to perform their job roles and handle their responsibilities in a timely manner. This way the **productivity** of employees increases, and they perform their role with ease fulfilling the needs of the organisation. Employees are valuable assets in an organisation that puts the planning and decisions into action to gain positive outcomes.

Therefore, providing adequate working conditions with proper security of job helps the employees to prosper and also takes an organisation one step ahead of the competition in a particular industry. Personally, developing individuals will help the organisation to build prior relationships with the employees and encourage them to take up new actions which can even yield higher profits (Nguyen, 2020). On the other hand, the poor hygiene factors dissatisfied the employees and make them worry about their actions which often leads to creating errors. The poor hygiene factors state that not every employee is productive when they are paid fairly or given incentives. Some employees in the organisation expect recognition, status, advancement, and personal growth. This will help the employees to improve their standard of living and makes them feel valued in the organisation. Moreover, organisations can make employees encouraged to work better by taking up risks when they recognise and value the efforts the employees have been making.

14
On the other hand, **McGregor's theory X and theory Y** states that the motivation or performance of employees can be enhanced depending on the style of leadership an employer follows. There are two factors namely theory X which outlines the importance and benefits of external rewards, penalties and supervision, while theory Y outlines the key aspects of job satisfaction and directing the roles of workers without direct supervision (Senarathne, 2020). According to Theory X, UWTSD must direct the employees in the organisation and guide them in the way they need to

perform certain activities. This will allow the organisation to make employees perform new roles and responsibilities which can help the company to keep pace with the changing business environment. UWTSD needs to apply the **authoritative style of leadership** in which the organisation needs to ensure that all the employees follow procedures and steps when performing their job roles (Ahmed Iqbal *et al.*, 2021). While the employees or individuals in the organisation will be able to understand the right way of performing their job role. This will help the employees to easily perform their job roles because they get the picture of the ways in which their roles need to be performed. It will save their time to bring out solutions and even if any mistakes occur they will not be held accountable.

Theory Y suggests that UWTSD needs to adhere to a **participative leadership style** by engaging employees in the decision-making process. The organisation will have to ensure that employees are given equal opportunity and have their voice in the company to contribute towards achieving goals. Following this leadership style, UWTSD will be able to gain the trust of employees and make their opinions valued (Khassawneh and Elrehail, 2022). The organisation will be able to get fresh ideas to bring innovations and developments which will keep them ahead of the competition. Moreover, the company ⁶ will be able to understand the needs of the employees and take action in a mutual and more understanding way. This way the organisation can retain employees and make them stay longer. While individuals will be able to participate in the business decisions making process, the employees will feel motivated to work better and bring quality results. In this way, employees get the opportunity to get higher positions within the organisation in the form of **promotions**. The self-esteem of the employees improves when the employer considers their opinions, and the individuals tend to trust their process of doing things. In this way, they become capable of performing the job role assigned to them with ease and with less guidance from the employees.

¹⁴ Thus, UWTSD can make use of McGregor's theory X and theory Y which suggests ¹ the use of leadership styles. This theory will help the organisation to make appropriate use of the two types of leadership styles according to the organisational needs. However, the organisation needs to ensure that every action that they take aligns with the needs and level of motivation of ¹ the employees.

“Critically evaluate development vehicles available to UWTSD appropriate to the development needs of the individual”.

The development **needs** of an individual **in** an organisation depends on several factors and it varies according to the changing circumstances. Some of the needs of an individual include

sharing, engaging with peers, communication, teamwork or culture which comes under social aspects. While some of the employees expect emotional needs such as understanding, being able to express their opinions and allowing others to help them.

According to Guterres *et al.* (2020), training is the process of improving and/or increasing the knowledge and skills of individuals so that they become capable enough to perform a particular job role. For example, **Tesco** has adopted a **flexible training program** where they focus on the employee's and individuals' needs. The organisation provides the employees with the training they think they most needs (Tesco, 2023). UWTSD is one of the finest universities which focuses on providing learners with the appropriate tools and techniques to enhance their knowledge. Thus, the organisation invests huge amounts of money to attract and build a talented pool of employees to enhance growth in the organisation. The organisation has developed "INSPIRE to recruit impact and engagement ambassadors" where they focus on providing opportunities to the staff of the university to help diversify the organisation. This is the development program developed by the organisation with the aim to engage the employees to bring innovations to enterprise, commercialisation, and research. The organisation has introduced this as a new cross-development role to unite the "INSPIRE's and change-makers vision". This development program also focuses on supporting individuals who wish to improve their skills and knowledge to influence society.

According to Kuswati (2020), motivation is the development vehicle which defines the process of stimulating the behaviour of an individual to perform a certain role in a specific manner. This is the development vehicle which suggests ⁶ that the organisation needs to consider the needs of employees which helps them to manage both their professional and personal life. For example, **Sainsbury** motivates their employees with the application of a **voluntary benefits scheme**. The employees get to purchase the goods from the company at a discounted rate which is optional for the employees (Sainsbury, 2023). UWTSD also holds a long-standing accredited and non-accredited bespoke programme of training across the United Kingdom. The organisation works with different companies to provide the staff with customised training procedures which are flexible in nature and provide a wide range of options. The organisation is the first HEI in Wales to provide an integrated bilingual professional development framework programme. The organisation has also been providing degree apprenticeships to employees in England and Wales. The employees or staff get the opportunity to study part-time and develop vocational and academic skills at the university level. In which the staff gets a wider choice or options of courses which includes policing, engineering, and advanced manufacturing. The organisation has developed different levels of standards for degree apprenticeships to address the basic need of

each staff. Moreover, the staff can get the cost of the course covered or supported by the Government of Welsh or the Apprenticeships Levy contributions of the employer.

According to Curzi *et al.* (2019), an appraisal is one of the development vehicles that can help organisations to improve the performance and motivation of employees. It is the process by which an organisation examines the level of progress an employee has brought with their efforts and contributions. For example, **ASDA** uses the **360-degree feedback method** for the performance appraisal of employees. In this method, the employees are judged by superiors, peers and juniors and ensure that the process is not one-sided, or managers are not being dictatorial (Asda, 2023). The university also realises and recognises the personal development needs of the employees for which they introduced a new development program. This development program aims to support the staff members by aiding their needs and providing them with the provision of development activities that are interrelated with the research and innovation strategy of the organisation. They have constantly been making an approach to consider the needs of the employees and provide them with different tools and methods which best suits their needs as well as ability. The organisation has created a staff development hub where the members of the university can get their queries solved and mitigate their issues by sharing their opinions with the university. This staff development hub is used as driving the motivation of employees at the university where staff can engage with the employer at a personal level.

1

“Generate a detailed plan (Personal Development Plan: PDP) to meet the identified development needs of an individual working in UWTSD”

Specific	Measurable	Achievable	Relevance	Timeframe
Research and Analysis	This skill can be measured when an individual in UWTSD can effectively contribute towards the research department and bring effective solutions to the organisation.	Individuals can achieve this skill by properly analysing the work of others and retaining ideas on how and why they take certain steps to fulfil a goal. Moreover, making use of theories can be helpful to analyse a certain work more specifically.	This skill will allow an individual to effectively and objectively analyse a situation and appraise different patterns or aspects critically (Vaske, 2019). The individuals will be able to review a particular situation well and explain their theories methodically to their peers, learners or even the employer.	6 months
Focus and Self-control	This skill can be measured by understanding how often the person is being attentive to a particular	It can achieve my working in a quiet place so that an individual can put their full attention to the subject area they are	The individuals will be able to pay attention to the key areas by learning and remembering the policies of the	8 months

	situation and acting without taking impulsive decisions.	working in. One should reduce the practice of multi-tasking so that one task can be given full attention and the results can be achieved as planned.	organisation (Duckworth <i>et al.</i> , 2019). Moreover, individuals will be able to control their emotions while dealing with the learners in the classroom including their peers and restrain from acting on their impulses.	
Listening actively	This skill can be measured when the feedback provided to the communicator is reliable and they are able to understand. The person needs to ensure that they are being able to pay attention to both the body language and the facial expression of an individual when they are	One of the most effective ways of improving listening skills is to focus on what people are saying. One can focus on non-verbal cues and understand them before giving feedback or judging. Being able to understand body language, and facial	It will help the individuals facilitate better communication between different individuals (Jones <i>et al.</i> , 2019). Proper practice of this skill will allow the individuals to eliminate the risk of confusion concerning the goals, process of work and so on.	5 months

	speaking.	expressions can help an individual to pay attention actively.		
Critical and analytical thinking	This skill can be measured when an individual is able to look into different patterns and themes pertaining to a particular situation to bring in innovation more efficiently.	This skill can be improved or achieved by focusing on the situation or issues prevailing within the organisation. An individual has to look into all the points and think about the most effective and possible ways that can help to mitigate the challenges prevailing.	It is one of the most important skills which will help individuals to perform their job at UWTSD effectively and efficiently (Elder and Paul, 2019). This is because this skill helps to reduce the biased approach that prevails in the profession and relies on complex decision-making processes.	7 months

Table No.1- Action Plan for the Personnel

(Source: Created by the Learner)

Conclusion

From the report, it has been analysed that for an organisation to prosper and gain success in the targeted market, they must connect to the employees. The employees should be given an opportunity to develop their knowledge and understanding. The two theories applied in the report state that the improvement in the motivation level of employees will not help employees but also take an organisation such as UWTSD one step ahead of the competition. The organisation, however, must understand the requirements of the employees and the company as a whole and apply the leadership style accordingly to boost the morale of employees. Further, discussions have been made on the development vehicle such as training, motivation, and performance appraisal. It has been analysed that different organisations use different methods for different employees to develop their skills and knowledge. UWTSD can therefore make use of the 360-degree feedback method which will help them to engage with the employees and understand their personal and professional needs better. Thus, a PDP plan has been developed where it has been examined that the individual working in UWTSD have been gaining some key skills and knowledge so that they can work efficiently for the growth and betterment of the organisation.

Reference

- Ahmed Iqbal, Z., Abid, G., Arshad, M., Ashfaq, F., Athar, M.A. and Hassan, Q., (2021). Impact of authoritative and laissez-faire leadership on thriving at work: The moderating role of conscientiousness. *European journal of investigation in health, psychology and education*, 11(3), pp.667-685.
- Anselmann, V. and Mulder, R.H., (2020). Transformational leadership, knowledge sharing and reflection, and work teams' performance: A structural equation modelling analysis. *Journal of Nursing Management*, 28(7), pp.1627-1634.
- Asda (2023). *Asda.com - Online Food Shopping, George, & more*. [online] Available at: <https://www.asda.com/> [Accessed 24 Jun. 2023].
- Bhatt, N., Chitranshi, J. and Mehta, M., (2022). Testing Herzberg's two factor theory on millennials. *Cardiometry*, (22), pp.231-236.
- Curzi, Y., Fabbri, T., Scapolan, A.C. and Boscolo, S., (2019). Performance appraisal and innovative behavior in the digital era. *Frontiers in psychology*, 10, p.1659.
- Duckworth, A.L., Taxer, J.L., Eskreis-Winkler, L., Galla, B.M. and Gross, J.J., (2019). Self-control and academic achievement. *Annual review of psychology*, 70, pp.373-399.
- Elder, L. and Paul, R., (2019). *The thinker's guide to analytic thinking: How to take thinking apart and what to look for when you do*. Rowman & Littlefield.
- Guterres, L.F.D.C., Armanu, A. and Rofiaty, R., (2020). The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance. *Management Science Letters*, 10(7), pp.1497-1504.
- Jones, S.M., Bodie, G.D. and Hughes, S.D., (2019). The impact of mindfulness on empathy, active listening, and perceived provisions of emotional support. *Communication Research*, 46(6), pp.838-865.
- Khassawneh, O. and Elrehail, H., (2022). The Effect of Participative Leadership Style on Employees' Performance: The Contingent Role of Institutional Theory. *Administrative Sciences*, 12(4), p.195.
- Kuswati, Y., (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), pp.995-1002.
- Nguyen, T.M., (2020). Do extrinsic motivation and organisational culture additively strengthen intrinsic motivation in online knowledge sharing? An empirical study. *VINE Journal of Information and Knowledge Management Systems*, 50(1), pp.75-93.
- Sainsbury (2023). *Sainsbury's*. [online] Available at: <https://www.sainsburys.co.uk/> [Accessed 24 Jun. 2023].

¹ Senarathne, C.W., (2020). The optimal capital structure under the conditions of employment: An application of theory X and theory Y. *Zagreb International Review of Economics & Business*, 23(1), pp.51-69.

⁵ Tesco (2023). *Tesco - Supermarkets / Online Groceries, Clubcard & Recipes*. [online] Available at: <https://www.tesco.com/> [Accessed 24 Jun. 2023].

UWTSD (2023). *UWTSD Home / UWTSD*. ¹ [online] [Uwtsd.ac.uk](https://www.uwtsd.ac.uk/). Available at: <https://www.uwtsd.ac.uk/> [Accessed 24 Jun. 2023].

¹³ Vaske, J.J., (2019). *Survey research and analysis*. Sagamore-Venture. 1807 North Federal Drive, Urbana, IL 61801.

Appendix

Interview Transcript

Question No.1: How can personally developing skills and knowledge help you achieve the goals of the organisation?	
Interviewee	I will be able to improve my current understanding and analyse a situation in a more enhanced way. I will therefore be able to take notes of the areas that need to be considered and put my focus and control to contribute my best towards the organisation.
Question No.2: According to you, what are the basic development needs or programs our organisation should incorporate?	
Interviewee	I believe that the degree a person holds defines their educational capabilities, while a person does need the help of skills they inherit. But organisations such as UWTSD must include development cycles such as training and appraisal programmes. This can help to evaluate the shortcomings that the human resource may be lacking in.
Question No.3: What according to you are the skills needed to work in this organisation?	
Interviewee	To work in this organisation, there are many skills that one needs to have. But the key skills and knowledge that an individual must look into are focus and control, listening skills, communication skills, and analytical and critical thinking skills.

ORIGINALITY REPORT

18%

SIMILARITY INDEX

14%

INTERNET SOURCES

3%

PUBLICATIONS

16%

STUDENT PAPERS

PRIMARY SOURCES

1

Submitted to University of Wales, Lampeter

Student Paper

6%

2

Submitted to Northwestern Oklahoma State University

Student Paper

2%

3

Submitted to Asia Pacific International College

Student Paper

1%

4

Submitted to University of Cumbria

Student Paper

1%

5

Submitted to Mont Rose College

Student Paper

1%

6

myassignmenthelp.com

Internet Source

1%

7

Submitted to Manchester Metropolitan University

Student Paper

1%

8

openaccess.city.ac.uk

Internet Source

1%

9

www.coursehero.com

Internet Source

1 %

10

ouci.dntb.gov.ua

Internet Source

1 %

11

bircu-journal.com

Internet Source

1 %

12

[Submitted to Kingston University](#)

Student Paper

1 %

13

[Submitted to University of Worcester](#)

Student Paper

1 %

14

digitalcommons.liberty.edu

Internet Source

1 %

15

highland.edu

Internet Source

<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off