

Developing Relationships and Workplace Achievement

According to Gilbert (2002), work place culture has evolved over time with the inclusion of more women working and with the growing multicultural diversity, has spurred a need for using strategies such as quality circles and hierarchy levelling to get more out of less. The use of such theories has been implemented to improve the performance of employees. Gilbert has stated that the most frequent reasons to why individuals leave their jobs are:

- Lack of recognition
- Salary issues
- Lack of purpose
- No opportunity for promotion
- Insufficiency in training
- Dissatisfied with workplace relationships.

Companies are more generous now in terms of meeting employee's needs. They are going that extra mile to retain staff. Changes are being made to align employee's personal lives with their professional lives. Organisations are receiving high praise for job satisfaction and low turnover. The integration of corporate values and personal values have been a recipe for success. Workplace culture is defined as an organisation's missions, goals and values and how these principles have influenced the workplace and the behaviours of the workforce.

The three development vehicles I have chosen to explore are motivation, performance management and training. I will be analysing these vehicles alongside various theories that support organisational and individual achievement.

Task 1

Motivation

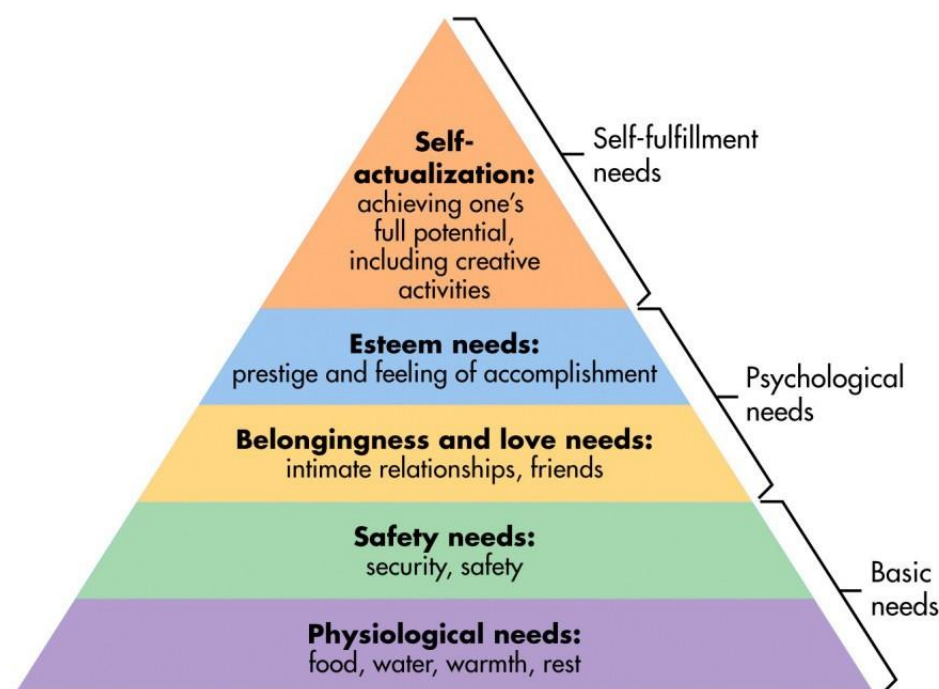
Latham (2007) states, motivation is described as both needs and external factors through the form of effort. The idea of improvement signifies the importance of ones' surroundings as well as taking in to consideration how behaviour is shaped while taking in to account the

significance of an employee's needs, attitudes and values. To fully appreciate work motivation, one must identify their goal and project energy towards it. Persistence towards the goal will demonstrate ones' motivation.

According to Holbeche and Mayo (1998), the goals of an organisation will not be achieved if the workforce lacks the motivation and skills to carry out their goals. Often the organisations process is not aligned with what they are set out to achieve so therefore human resources can address this through development and appraisals in line with the business strategy. It is critical and the role of the human resource department to establish working practices and ensuring that organisations are equipped to fulfil tasks in the long term.

Maslow's Theory of Human Motivation and Kellogg's

Within the Kellogg's organisation (Business case studies, 2019) employees are motivated to work through Maslow's five levels. This has provided positive effects.



Maslow's five levels of needs are:

1. Psychological needs – for a human to survive, biologicals needs must be met such as food, water, shelter, warmth, clothing and sleep. Kellogg's offer competitive wages thus having peoples' basic needs met for a standard living. The Kellogg's Cornflex benefits programme allows employees to pick from a variety of benefits which would make their pay go further and motivate them to be loyal to the organisation. Incentives include:

- Childcare vouchers
- Cash alternatives to company cars
- Discounted life assurance schemes.

2. Safety needs – freedom from fear, protection, law and order, sense of stability. Kellogg's provide a safe and healthy working environment. Employees must observe the health and safety rules and practices. Working patterns such as part time shifts help with a healthy work life balance.

3. Belongingness, and love needs – the third level of human needs is social and that of a sense of belongingness. The desire of interpersonal relationships. These include intimacy and trust. Friendship, acceptance and being part of a group motivates behaviour. Kellogg's hold weekly group 'huddles'. Here employees can seek information such as sales data and company products. This promotes stronger teams and enhances a sense of belonging.

4. Esteem needs – categorised in to two: self-esteem such as dignity, achievement and independence and the other is the need for reputation and respect of others. Individuals contributing to the company's K-Values promotes positivity and recognises peoples' diversity and rewards staff achievements.

5. Self-actualisation needs – the realisation of ones' full potential, personal fulfilment and growth. To seek accomplishment and peak experiences. (Maslow, 1987, p.64). Kellogg's provide the initiative

for individuals to take ownership of tasks which enables them to develop and improve whereby taking on responsibilities.

Performance Management

Demartini (2014), stated that Ferreira and Otley (2009, p264) defined performance management as a set of "the evolving formal and informal mechanisms, processes, systems, and networks used by organisations for conveying key objectives and goals elicited by management, for assisting the strategic process and ongoing management through analysis, planning, measurement, control, rewarding, and broadly managing performance, and for supporting and facilitating organisational learning and change".

Performance Appraisals in Tata Motors

Tata (Tata Motors 2018) pride themselves of having a reputable name in the automobile industry due to the hardworking and dedicated workforce. They work towards empowering their employees and encourage them to exceed in their job roles. The HR determine the skill set required and align training programmes in accordance. Tata trains and enhances the blue-collar workforces' existing knowledge through the National Employability Enhancement Mission (NEEM). The improvements made in the programs are measured through a performance index. A Chief Learning Officer is appointed to the white-collar workforce who organises a variety of sessions with managers to evaluate strategy and technology. Emphasis on various leadership and techno-functional skill development is channelled through the Learning Management System (LMS). Also, a programme called "i teach" provide a framework which enhances the training capabilities of employees.

AMO Theory

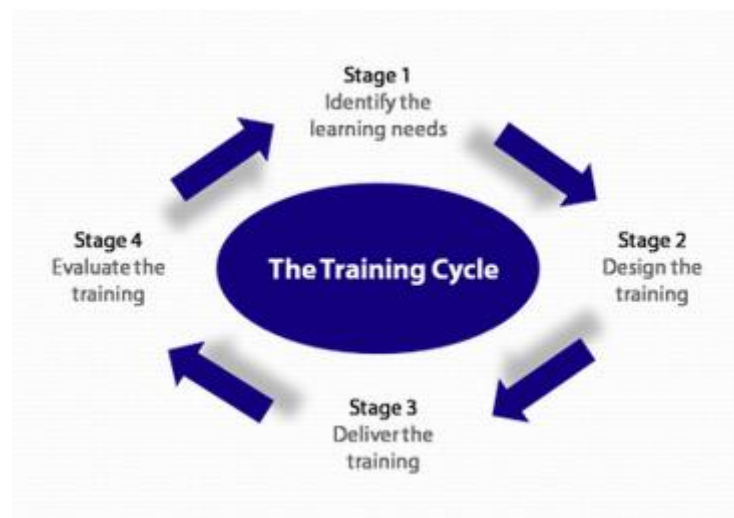
According to Boxall and Purcell (2016), The AMO model is described as individual's performance when they have:

- (A) the ability to perform as they possess the required skills and knowledge so are sufficient in their job
- (M) the motivation to perform as they are willing to do the job as they feel that they should (or want) to do it
- (O) the opportunity to perform as their workforce has provided the necessary support for expression.

Training

According to Businessdictionary.com (2019), training is defined as, organised activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her to attain a required level of knowledge or skill.

The Systematic Training Cycle



According to Sloman (1999), systematic training is defined as training which is undertaken on a planned basis in an application of logical steps which would generally cover development of training policy and identification of training needs. The circular model represents the continuous process and introduces a link from evaluation to further identification of training needs.

Training and Development at Asda

Asda (CIPD, 2019), recognises the importance of its workforce of over 170,000 people. As Asda are dealing with the changing consumer behaviours such as self-scan checkout, employees must be well equipped to operate in its complex environment as now employees are helping with customer queries' and managing multiple check outs at once. Since 1965 Asda have been accustomed to the traditional supermarket skills whereby repeatable and predictable tasks could be trained through the likes of training customer service staff. To benefit Asda's future, decision making, and individual based skills are required. The growth in online purchases has spurred Asda to introduce new skills and capabilities in to the workforce such as:

- HR interventions
- training and deployment of workforce skills
- customer satisfaction
- engagement.

HR strategy are tailored to align with the individual needs of employees and are met to drive long term performance.

Task 2

Benefits of Motivation at Kellogg's

So why is motivation beneficial to an individual and to an organisation? According to Sharaf (LinkedIn, 2014) within Kellogg's there are several work roles including finance, sales, marketing and human resources so processes have been implemented.

Benefits to The Organisation

Motivation is a key part to Kellogg's success, and they were ranked in the top 100 best companies to work for list in the newspaper Sunday Times. The culture and values of Kellogg's support its role as a good employer. The K-Values enables people to take ownership over their tasks and continuously make improvements enhancing productivity.

Theory to Support Organisational Benefits

Herzberg theory of the importance of job satisfaction relied on the two factors, hygiene and motivator factor. Hygiene factor can be referred to as autocratic workplace. Happiness in the workplace, recognition and promotion for individual efforts are all regarded as motivators. Kellogg's do provide a safe and healthy environment. Their flexibility in shift work and part time work enables workers a healthy work life balance.

Kellogg's have taken several measures to keep staff motivated and created a motivated environment leading to a profitable, productive and overall a successful company. These practices include:

- Summer hours programme – employees working a full week during May-September can adjust their working hours accordingly to their work life
- Fit for Life – access to fitness centres and free health checks. This shows Kellogg's commitment to the wellbeing of employees

- Suggestion box scheme – this generates ideas and productivity and demonstrates Kellogg's appreciation on feedback to boost the company.

Benefits to An Individual

The K-Values have impacted the behaviour of individuals thus creating a positive workplace. Employees are focusing on their strengths and are encouraged to speak positively about their colleagues when apart.

Theory to Support Individual Benefits

Taylor's scientific management whereby monetary reward was of importance in motivating indicates that pay is still the main motivator. Kellogg's cash alternative incentives are offered to motivate the workforce but may not be appropriate to the individual.

Maslow's theory as discussed earlier offers employees the opportunity to take on full responsibility of projects leading to self-actualisation. Kellogg's K-Values empowers their employees to fully grasp their full potential.

Elton Mayo's theory showed that individuals were best motivated by working within teams and that a good communication between managers and employees helped enhance the workplace. Kellogg's weekly group huddles ensures an environment where work can be discussed creating stronger teams and individuals having a sense of belongingness.

Benefits of Performance Management at Tata Motors

"Our people are pivotal to all the initiatives that drive us to realising our future vision. With a dedicated focus on cost efficiency, at Tata Motors, we are providing our employees the right opportunities to increase productivity, improve processes, develop future leaders and turn a higher profit. We are also driving an organisation-wide culture of innovation" (Tata Motors, 2018).

Benefits to The Organisation

Tata Motors (2018) are continuously engaging with their employees with their programmes designed to improve work efficiency and improve skills and intelligence. The OE project (Organisation Effectiveness) was initiated to enhance process efficiencies. The robust performance management practices such as Balanced Scoreboard measured both employee and organisational performance.

Theory to Support Organisational Benefits

Bartels AMO Theory (Boxall and Purcell, 2016) states that ability, motivation and opportunity all play a part in an individual's performance.

- (A) Ability - Tata Motors HR department determine skills sets required to train their staff accordingly, so they exceed in their roles. The NEEM initiative ensures their blue-collar workforce are fully trained
- (M) Motivation – Tata continuously engage with employees through their programmes to produce efficiency and improve skills. The Balance Scoreboard is a good motivator as it measures individual and organisational performance thus leading to compensation and reward management
- (O) Opportunity – variety of sessions are conducted by a learning officer to evaluate strategy and technology. This is done between managers and white-collar workers. Skill development process such as the Learning Development System and “i teach” provide opportunities to train employees.

(Tata Motors, 2018).

Benefits to An Individual

Assessment, compensation and reward management have been positively received and impacted employee life cycle. Other initiatives such as organisational agility, process orientation and standardised decision making have further sharpened operational efficiencies.

Theory to Support Individual Benefits

Armstrong and Baron (2004) explain that performance management is a process and is a continuous cycle. They state that employees should adhere to:

- Understand (and know) what is expected of them. Tata Motors continuously engage with their employees, so they produce efficiently
- Have the skills and abilities to deliver what is expected from them. This is done through Tata Motor’s programmes by evaluating individual skill set and training them accordingly
- Have the full support of the organisation to develop and meet expectations. Employees do have the full support of the organisation to meet their expectations. Tata Motors measure improvements made by the blue-collar workers through the NEEM project. The white-collar workers too have an appointed learning officer who liaise with managers

through programmes to conduct a framework to benefit the employees' training

- Be given feedback on their performance. The Organisation Effectiveness project ensures that feedback is measured.
- Be able to discuss their contribution(s) to the organisation's aims and objectives. Tata Motors have initiatives in place such as standardised decision making so operational processes are more efficient.



Benefits of Training and Development at Asda

Benefits to The Organisation

Asda has referred training and development of its employees as an investment for both the organisation and the individual. Stores of learning dedicated to serve as centres of excellence for training are across the country. They have invested in training and development to ensure higher performance. The key benefits of Asda's training are as follows:

- An increase of workers productivity, satisfaction of serving customers. This improves profitability and efficiency
- Well trained colleagues create a pleasurable shopping experience thus leading to return customers
- Motivated teams have higher morale as they have had enough opportunities to develop resulting in a sense of achievement. This leads to a positive image of the company

- 80% of jobs are filled internally through promotion (Business case studies, 2019).

Asda's training involves new skills and knowledge in relation to the current job title. Asda has put in to affect a robust succession plan to offer long term career path such as General store managers (GSM) to Regional Operating Managers (ROM). These roles are responsible for:

- Leadership of their store teams
- Celebration of achievement and managing under performers
- Coaching and development of colleagues
- Setting goals and agreement of priorities via response to change and seeking of opportunities.

Asda use both on the job and off the job training to enhance their colleagues training in all aspects. For a transition from GSM to ROM role, employees need to complete numerous activities.

Theory to Support Individual Benefits

Off-the job training

According to Hackett (2008) Off-the-job training is conducted outside the workplace. This entails development of skills, and knowledge that are to be utilised in the workplace. This process may well be the way to acquire background knowledge needed for the specified job. Academic study or vocational training can help with employee specification for recruitment. At Asda Off-the-job training involves GSMs developing skills needed to fulfil the role of ROMs through a series of external coaching. Modules such as:

- 'Being at my Best' focuses on the emotional intelligence and helps enhance GSMs understanding of their strengths and recognise areas that need development
- 'Influencing across the business' module provides the opportunity to learn how to communicate effectively
- leadership' promotes the development of the ability to lead a team through creative thinking and to lead with courage (Business case studies, 2019).

On-the job training

“Employee training at the place of work while he or she is doing the actual job. Usually a professional trainer (or sometimes an experienced employee) serves as the course instructor using hands-on training often supported by formal classroom training” (Businessdictionary.com 2019).

Asda’s On-the-job training involves GSMs experiencing the ROM role to fully put their skill set in to practice. On-the-job activities at Asda account for 80% of their development and individuals push for their own development opportunities such as:

- Covering ROMs duties when they are off (holiday)
- Receiving guidance from a mentor such a senior manager
- Attending meetings on behalf of a ROM.

Skills and development opportunities is essential in identifying what needs maintaining for leadership succession. Once identified Asda can manage staff through programmes such as Line manager coaching, mentoring and store visits (Business case studies, 2019).

Task 3

Personal Development Plan of a line manager

A Personal Development plan (PDP) is a process which is devised to think and plan for personal and career development. It encourages reflection on progress and achievements and identifies areas needing improvement (University of Leicester, 2019).

<u>Objective</u>	<u>Measures</u>	<u>Priorit</u> <u>y</u>	<u>Support &</u> <u>Development</u> <u>Internal/External</u>	<u>Review</u> <u>dates</u>	<u>Other</u> <u>comments</u>
Managing finances & Resources	Training in how to develop a budget forecast and track expenses	High	Internal	One week	Finance department can train the line manager
<u>Promoti</u> <u>ng</u> <u>equality</u>	Tackle discrimination. Treat their	High	Internal and external	Two weeks	Equal pay review

<u>& diversity</u>	colleagues and clients with dignity and respect				Presentations Celebrate religious festivals
<u>Leading, developing & managing people</u>	Team working. Coaching and mentoring support	Medium	Internal	One month	Monitor the workforce through reflective supervision
<u>Managing poor performance</u>	Identifying and addressing the quality of performance	High	Internal	One week	Implement a time frame structure
<u>Recruiting and inducing new staff</u>	Distinguish what your company is looking for. Plan an induction process	Medium	Internal and external	One month	Organise staff days out to promote workplace relationships
<u>Managing discipline and complaints</u>	Seek advice from management	High	Internal and external	One week	Complaints Handling training course

Objective 1: Managing finances and resources- It is important to take personal ownership and responsibility of the organisation's finances. Training from the finance department will help utilise their expertise and if taught upfront adequately, time will be saved in the long run.

Objective 2: Promoting equality and diversity- The organisation should have a written policy in place and implement it. An equal pay review will guarantee men and women are paid equally. To ensure equality and diversity policies are met, an action plan can help promote the policies and ensure that it has been understood by the employees. The priority is high as an employer can be held responsible for discrimination.

Objective 3: Leading, developing and managing people- Oversee, support and monitor the workforces' development. This will continuously improve the quality of employee's productivity. Provide support to staff and teams by mentoring and coaching. Supervision which is reflective will support the workers' professional experience and diverse learning.

Objective 4: Managing poor performance- identifying and addressing concerns via the quality staff performance at:

- Individual level
- Team level
- Service level.

Implement a time frame to measure improvements in accordance with the companies written policy ensuring the employee understands that they are treated fairly and equally.

Objective 5: Recruiting and inducting staff- take the lead in reviewing and overseeing in the safe selection and employee recruitment. Develop and implement a system and procedure to support staff engagement and retain staff. Understand what your organisation is looking for in terms of competence and experience such as:

- Distinguish transferable skills
- The ability to communicate well
- A willingness to learn
- A team player.

Plan an induction process that will significantly impact the employee's perception of the company and help them to commit to the organisation. Providing an employee handbook complements the induction process by providing an informative support. Organise 'meet and greet' with teams and colleagues.

Objective 6: Managing discipline and complaints- Challenge and address any breach of professional codes of practice and seek advice from senior management. Discipline is to correct behaviour and should be approached in a positive manner. Handling a complaint appropriately demonstrates success of the organisation. Evaluate the complaint and adjust to make improvements.

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