

Individual Report

Development of a plan by meeting the identified personal development needs and expectations of individual employees in Fello Travel

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1. Introduction

Fello Travel, a renowned travel agency established in the UK, takes great satisfaction in providing a broad range of travel services to meet all of your needs, including corporate travel, leisure travel, group travel, luxury travel, etc. The importance of personal growth in developing a motivated, engaged, and skilled staff is acknowledged by Fello Travel UK. The company can ensure increased productivity, employee retention, and overall success by supporting employee growth (Business travel you Canlook forward to, 2023).

The active participation and dedication of the staff members are essential for the effective launch of the Caribbean Tourism Package at Fello Travel UK. This performance development plan offers a methodical strategy to enlist and inspire the staff members and give them the tools they need to effectively participate to the new project. We can guarantee the project's success and raise personnel satisfaction by building a helpful and cooperative environment. In order to effectively manage human resources in any organisation, including Fello Travel UK, effective performance reviews and the implementation of a proactive performance development plan are crucial. Assessment of individual contributions, identification of strengths and opportunities for development, and alignment of employee performance with organisational goals are all key components of performance appraisal. Fello Travel UK can create a thorough and individualised strategy to performance evaluation that promotes employee growth and development by critically assessing various appraisal methods and theories. The objective of this research is to critically assess different appraisal techniques, including as self-assessment, key performance indicators (KPIs), 360-degree feedback, and annual performance reviews (APRs), by taking into account how well they correspond with pertinent HR theories. We'll also talk about how important it is to have a good performance development plan that emphasises setting attainable goals, training programmes for employees to improve their skills, and cross-functional learning. The applicability, viability, and acceptability of the chosen performance appraisal techniques and development strategies for Fello Travel UK will be highlighted in the study. The company may develop a performance management system that not only engages and encourages individuals, but also propels organisational success, by using HR ideas like Expectancy Theory, Goal Setting Theory, Social Exchange Theory, and others. The report will also highlight how Fello Travel UK's dedication to staff development demonstrates its appreciation for human capital and its capacity to strengthen the competitive advantage of the business. Fello Travel UK can make sure that its employees are prepared to handle the difficulties of the quickly-evolving travel business and support the company's long-term growth objectives by building a positive workplace culture that prioritises teamwork, open communication, and continuous learning (Alsuwaidi *et al.*, 2020).

2. Critical Evaluation of Appraisal

In evaluating development vehicles available in Fello Travel, it is essential to consider their effectiveness in identifying and satisfying the development needs of individual employees while contributing to both individual and organizational success. Here are some common performance appraisal tools and techniques with their potential effectiveness (Filimonau *et al.*, 2011).

2.1 Annual Performance Reviews (APR)

Annual performance reviews involve a formal evaluation of an employee's performance over a specific period. They provide an opportunity for managers and employees to discuss strengths, areas for improvement, and set development goals. While annual reviews can be helpful for setting long-term objectives, they may not be agile enough to address immediate developmental needs. Their effectiveness relies on the accuracy and timeliness of feedback (Cappelli & Conyon, 2017).

Expectancy theory is the main HR theory at play, according to which "individuals are motivated to perform when they believe their efforts will lead to desired outcomes." Employees may believe that the APR review process significantly influences their chances of receiving awards, promotions, or career advancement. APRs have the ability to be in line with Expectancy Theory since they instill in workers the notion that their performance will be acknowledged and rewarded in accordance with the results of the evaluation. However, how effectively the APR process is connected to performance-related results and how openly the organisation communicates the connection between performance and incentives will determine how successfully this alignment occurs (Chattopadhyay, 2017).

2.2 Self-Assessment

Employees are able to evaluate their own performance, areas of strength, and areas for improvement through self-assessment. Employees' sense of ownership and motivation for growth can be increased by encouraging them to actively define their requirements. However, self-assessment can be tainted by self-bias, therefore managers must provide advice to assure accuracy (Davis & McDonald, 2019).

Self-Determination Theory (SDT), which asserts that "individuals are motivated when they feel autonomous, competent, and connected to others," is the fundamental HR theory at play. Self-assessment fits with SDT since it enables workers to actively assess their own development and performance. At Fello Travel UK, using the self-assessment process can help staff feel more autonomous and motivated from inside. Employees' sense of ownership and

engagement in the performance review process can be increased by allowing them to reflect on their strengths and areas for growth (Bauer, King & Steger, 2018).

2.3 Key Performance Indicators (KPIs)

Individual goals and organizational goals are aligned when explicit KPIs are established. KPIs can be regularly monitored and evaluated in order to give staff members feedback on their development and pinpoint areas for improvement. The relevance of KPIs to specific positions and the organization's overarching strategy determines how effective they are (Pan & Wei, 2012).

Goal Setting Theory, which emphasizes the significance of precise and difficult goals in boosting employee motivation and performance, is the main HR theory at play here. Because KPIs are particular indicators that link employee performance to organizational goals, they are a good fit for goal setting theory. The KPIs method aligns effectively with Goal Setting Theory as it provides employees with clear and measurable performance targets. By setting challenging KPIs that are linked to overall organizational goals, Fello Travel UK can enhance employee motivation and performance (Tsai & Cheng, 2012).

2.4 Development Plans and Training Programs

Formal development plans and training programs help structure and track employee development. Tailored training can address specific skill gaps and support employees in achieving their career goals. However, the effectiveness of these plans depends on their alignment with individual aspirations and the organization's strategic priorities (Jin *et al.*, 2022).

The key HR theory involved is Human Capital Theory that states that “employees are valuable assets, and investing in their development and skills can lead to increased productivity and organizational performance. Development plans and training programs align well with this theory as they aim to enhance employees' knowledge and capabilities.” Development plans and training programs can effectively align with Human Capital Theory if Fello Travel UK invests in relevant and impactful training opportunities. By improving employees' skills and competencies, the organization can benefit from a more capable and productive workforce (Morais, Miguéis & Camanho, 2011).

2.5 Performance-Based Incentives

Linking performance to incentives can motivate employees to achieve their development goals and contribute to organizational success. Effective incentive systems encourage continuous improvement and recognize outstanding contributions (Parker *et al.*, 2019).

The key HR theory involved is Equity Theory that states that “employees compare their inputs (efforts, skills) and outcomes (compensation, recognition) to those of others within the organization. Performance-based incentives need to be perceived as fair and equitable to be effective.” The Performance-Based Incentives method can align with Equity Theory if the incentive structure is transparent and equitable. Fello Travel UK must ensure that performance metrics are objective and consistently applied across employees to avoid perceptions of unfairness (Hu, 2021).

2.6 360-Degree Feedback

360-degree feedback involves soliciting feedback from multiple sources, including peers, subordinates, and supervisors. This provides a holistic view of an employee's performance and development areas. It can be effective in identifying blind spots and areas needing improvement. However, the effectiveness of this technique depends on a culture of open feedback and trust within the organization (Tee & Ahmed, 2014).

The key HR theory involved is Social Exchange Theory that states that “employees engage in a give-and-take relationship with the organization. 360-Degree Feedback aligns with this theory by facilitating a multi-directional feedback process where employees receive input from various sources, including peers, subordinates, and supervisors.” The 360-Degree Feedback method can effectively align with Social Exchange Theory by creating a culture of open communication and trust. When employees perceive that their feedback is valued and reciprocated by the organization, they are more likely to engage in reciprocal behaviors such as providing honest and constructive feedback to others (Ali *et al.*, 2021).

In addition another HR theory that support is Feedback Theory that states “importance of regular and constructive feedback for employee development. 360-Degree Feedback provides a mechanism for employees to receive comprehensive feedback from multiple sources, helping them gain a more well-rounded view of their strengths and development areas.” The 360-Degree Feedback method aligns effectively with Feedback Theory as it offers a platform for continuous feedback from various stakeholders. When utilized effectively, this method can help employees identify areas for improvement and develop action plans for growth (Karkouljian, Assaker & Hallak, 2016).

Critique of the 360-Degree Feedback Method for Fello Travel UK is as follows, firstly Trust and Anonymity Concerns, Employees may be reluctant to provide honest feedback due to concerns about anonymity and potential consequences, especially if the feedback process is not well-managed. Secondly, Feedback Quality and Bias, The effectiveness of 360-Degree Feedback heavily depends on the quality and relevance of the feedback provided. The

accuracy of the feedback may be impacted by biases like halo or leniency effects. Thirdly, time- and resource-intensive, Implementing 360-degree feedback can need a lot of resources and time from many stakeholders, including peers, subordinates, and supervisors. Fourth, the necessary training and skill sets To ensure that the 360-Degree Feedback process is fair and constructive, it is necessary to provide skilled facilitation, training, and clear instructions.

Employees can benefit from having a thorough understanding of their performance and areas for improvement according to the 360-Degree Feedback technique. This approach can help Fello Travel UK create a culture of open communication, trust, and continual growth by connecting with HR ideas including Social Exchange Theory, Self-Determination Theory, Feedback Theory, and Cross-Cultural Theory. However, careful attention must be given to managing concerns related to trust, feedback quality, and resource requirements. Providing appropriate training and support to all stakeholders involved in the process is crucial for ensuring the successful implementation and impact of 360-Degree Feedback as a valuable developmental tool.

3. Performance Development Plan (PDP)

The Performance Development Plan for employees for the new project of introducing the Caribbean Tourism Package is as under.

Development Objectives	Pri.	Activities to be undertaken	Resources	Target Start Date	Target End Date	Evaluation
Improve Customer Service Skills	1	Attend customer service workshops, participate in role-playing exercises, and seek feedback from supervisors.	Expert Trainer	1-8-23	30-10-23	Improving customer service skills will lead to increased customer loyalty and positive word-of-mouth referrals.
Develop Product Knowledge for New Destinations	2	Attend product training sessions, study destination materials, and engage in quizzes or group discussions.	Internal Training	1-8-23	30-10-23	Enhanced product knowledge will enable employees to offer personalized and informed recommendations to customers.
Enhance Sales and Upselling Techniques	3	Attend sales training workshops, observe successful sales representatives, and practice upselling scenarios.	Expert Trainer	1-8-23	30-10-23	Effective sales and upselling will contribute to the company's financial growth and profitability.
Strengthen Time Management and Task Prioritization	4	Utilize time management tools, create to-do lists, and seek guidance from time management experts.	Self Determination	1-8-23	30-10-23	Efficient time management will reduce stress, improve productivity, and ensure timely service delivery.
Enhance Cross-Departmental Collaboration	5	Attend inter-departmental meetings, volunteer for cross-functional teams, and share knowledge and expertise.	Internal meetings	1-8-23	30-10-23	Improved collaboration will lead to better coordination and synergy, benefiting both employees and the company.

Suitability, Feasibility, and Acceptability of the Performance Development Plan (PDP) for Fello Travel UK is important evaluation method for the PDP.

3.1 Suitability

The PDP appears to be highly suitable for Fello Travel UK due to the following reasons including first Addressing Key Areas, The PDP covers essential aspects such as customer service skills, product knowledge, sales techniques, time management, and cross-departmental collaboration, all of which are critical for the travel industry. Second Alignment with Organizational Goals, the objectives of the PDP are closely aligned with the company's overall objectives of providing exceptional customer service, increasing revenue through upselling, and fostering a collaborative work environment. Third Individualized Approach, The PDP sets specific and measurable goals for individual employees, recognizing their unique development needs and potential for growth (Lejeune, Beausaert & Raemdonck, 2018).

3.2 Feasibility

The PDP appears feasible for Fello Travel UK based on the following considerations including first Available Resources, The company seems to have access to the necessary resources, such as customer service workshops, product training materials, and time management tools, to support the implementation of the PDP. Second Timeframe, The timeframes for each objective are reasonable and achievable, allowing employees to make significant progress within the designated periods. Third Managerial Support, The involvement of supervisors and managers in providing feedback, guidance, and support to employees enhances the feasibility of the PDP's successful execution.

3.3 Acceptability:

The PDP is likely to be well-accepted by both employees and the organization for the following reasons including first Employee Development Focus, The PDP is designed to support employees' growth and improvement, which is likely to be positively received by the workforce. Second Clear Objectives, The PDP sets clear and measurable objectives, providing employees with a transparent understanding of the expectations and targets. Third Alignment with Company Culture, The emphasis on customer service, collaboration, and skill development aligns with Fello Travel UK's values and culture, making it more acceptable to employees and the organization.

Overall, the Fello Travel UK Performance Development Plan is appropriate, doable, and acceptable. It meets urgent development demands, supports business objectives, and offers a methodical strategy for staff development. Regular management oversight and encouragement will be essential for a successful implementation in order to guarantee that

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workers make progress towards attaining their goals and making a positive contribution to the success of the business.

4. Conclusion

In conclusion, a good human resource management strategy must include both the appraisal procedure and the supply of a constructive performance development plan for Fello Travel UK. We may determine the strengths and shortcomings of various assessment techniques, including Self-Assessment, Key Performance Indicators (KPIs), 360-Degree Feedback, and Annual Performance Reviews (APRs), as well as their alignment with pertinent HR theories. Each performance evaluation technique has advantages and disadvantages, and Fello Travel UK can benefit from combining these techniques to develop a thorough and well-rounded performance review procedure. Self-Assessment equips workers to take charge of their own growth, whereas KPIs offer precise, measurable performance benchmarks connected to organizational objectives. A culture of open communication and growth is promoted via 360-degree feedback, which enables multidimensional insights. APRs are a more conventional strategy that offer a formal evaluation of individual performance. Addressing specific employee requirements and promoting continual progress require a constructive performance development plan. Employees can strive towards their professional and personal improvement, strengthening their skills and capacities, by setting clear and quantifiable objectives. These goals must be precise, quantifiable, achievable, relevant, and time-bound according to the SMART framework, which also serves as a clear road map for achievement. Fello Travel UK's dedication to funding training initiatives, cross-functional learning, and staff development shows that the company recognizes the value of human capital and its potential to propel the success of the enterprise. Also reflecting the company's commitment to developing a motivated and engaged staff is its emphasis on promoting a healthy workplace culture that values feedback, teamwork, and continual learning.

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