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Introduction

Developing individual in an organisation has many benefits to all involved. According to Ko and Smith-Walter (2013, p.210) ¹⁵ 'HRM practices can enhance individual and organizational performance and encourage employees to improve their attitude and behaviour.' This paper analyses the impact of developing employees in a work by considering the best way to promote developmental needs and processes and the benefits of employee development for both the company and the individual. This paper will examine intrinsic and extrinsic motivations with examples of techniques used to motivate staff.

Mitchells and Butler's M&B will be an example of a successful HRM setting ambitious standards within the industry owning 13 well-known brands of catering foods and beverages, such as Toby Carvery, Harvester, and Sizzling Pubs within the UK (United Kingdom) and employing over 40,000 employees within these businesses (Phillips, 2012). An investigation into Mitchells and Butlers (M&B) will be conducted as an employee of the organisation to focus on what progression and motivations they offer their employees, and in turn how that has benefitted the company and as an individual. With these factors in mind, a SWOT analysis will be formed to exploit the weaknesses identified for improvement in a personal development plan for developing in the future.

What is developing individuals?

Developing individuals is an important part of keeping employees satisfied and retained within organisations by offering learning opportunities that are transferable in the future. According to Manuti *et al.* (2015) continuous development within organisations is required due to the impact of changes in skill demand, challenges within roles of the company, demographical changes, and the fast development of technology. Developing individuals is concerned with growing knowledge, skills, and confidence within work to improve job satisfaction. (Manuti *et al.* 2015; Mardanov 2021) describe motivating employees made them more likely to stay with the company due to job satisfaction and increased performance.

How to develop individuals

How to develop individuals has been a topic argued by scholars for over 100 years. Motivation, performance management, and training are the areas critically assessed below starting with motivation.

Motivation

Motivation is fundamental in businesses as motivated employees tend to perform as organisations expect. Armstrong (2012, p.170) states, 'Motivation is the force that energises, directs and sustains behaviour.' Another definition of employee motivation, according to Van den Broeck *et al.* (2021), is the internal energy that influences the focus and continuity of an employee's actions in line with organisational goals.

Many scholars record the benefits motivation has on organisations. According to Lorincová *et al.* (2020), Motivating employees improves employee capabilities and, in turn, achieves organisational achievements. From an organisational perspective, motivated employees work harder to desired goals. This makes businesses more productive and in line with the company expectations.

Many motivational theories have been considered since Taylorism in 1911. According to King, Gontarz, and Wei (2020), a successful motivation theory is that of Abraham Maslow in 1954, which detailed a hierarchy of needs. While many scholars argue that this motivation holds no relevance, many support the conceptual idea with adjustments to the basic hierarchy of Maslow to make it relevant to society today using common motivators of employees in the process. Understanding what an employee considers as motivation is the way to achieve efficiency in productivity. Investigating what motivates employees can be carried out in performance management reviews.

Performance management

Performance management is a tool used by many to motivate employees. According to de Leeuw and van den Berg (2011), performance management enables management to seek areas for improvement and use motivational techniques to encourage the development process. Performance management is reflective of the Deming cycle Plan-Do-Act-Check process. In this process, the first stage is a performance review to commend things that are being done well and identify areas of improvement. The next stage is to formulate a personal development plan. The next step is to carry out the advances made in the personal development plan, with progress reviewed after some time to check the desired results have been accomplished. This gives employees the benefit of continuous progression and improvement opportunities.

Usually, in performance management, the first stage contains an assessment method, such as overall assessments, ratings, and visual performance management reviews. Overall assessments are concerned with performance in response to company procedure. The aim of an overall evaluation is for managers and employees to agree upon improvement areas and for managers to gain understanding with their team members. Overall assessments hold

some disadvantages in terms of the rating system being generalised showing top and bottom performers without specific reasoning. Therefore, feedback becomes more generalised.

The rating scale rates performance within distinct categories on a scale EG. 1-5, 1 being the best and 5 being the worst, or alphabetically in a similar style. The ranking aims to record how well or not an employee is doing and helps identify areas for improvement. Ratings between managers makes consistency hard to achieve when using the rating scale. The scale is demotivating for employees who are determined as average or below average using this scale.

Rewards management

Rewards management concerns the potential beneficial outcome of procedures and policies put in place to improve employee productivity and organisational profits. Mardanov (2021) summarised that motivating employees intrinsically and extrinsically helped to improve workplace development and progression. Intrinsic motivation is concerned with challenge-seeking and personal fulfilment such as recognition and development opportunities. According to Ryan and Deci (2020, p.2), 'Play, exploration and curiosity spawned activities exemplify intrinsically motivated behaviours.' Extrinsic motivation is different, focusing on gains from improvement such as rewards, money, badges and even the fear of punishment or failure. Reward management goals recognises rewarding employees based on the value they create within their organisation, attracting and retaining high quality employees motivating commitment and engagement from employees.

Both intrinsic and extrinsic motivations have beneficial effects on individuals and organisations. While intrinsic and extrinsic motivations can be helpful, they also have disadvantages, such as standards of safety being overlooked because of high intrinsic motivations. Extrinsic motivations disadvantages include the suppression of intrinsic motivation, and demotivation of employees due to them only working for rewards.

Rewards management usually goes hand in hand with performance management with many HRM using both techniques to consider rewards such as pay which can result in financial bias over the developmental process.

Personal & Organisational benefits of developing individuals

A major contributing factor for organisations to develop their employees is to retain well trained employees. According to Mardanov (2021) Many organisations struggle to retain employees due to job dissatisfaction. Employee incentives to develop in organisations

improves employee satisfaction with employees feeling more confident at their roles. This also benefits the organisation in the sense that they retain well-trained committed workers.

Pay rises and promotions based on performance has beneficial properties to the individual promoting confidence and recognition in turn boosting productivity. Lorincová *et al.* (2020) agreed that research into developing individuals identified financially related rewards as most effective when motivating employees. The organisational benefit is it encourages employees to share organisational perspectives making the business more productive and giving it a better reputation. These types of rewards usually work well with employees due to the incentive reward being beneficial to them.

Other organisational benefits identified include being more efficient in practice, retaining employees that are trained within their specific role that are confident and satisfied decreases employee turnover, increasing productivity and profits within the company.

Whereas other areas of personal benefits are concerned with the increase of self-esteem, increased production at work, better at job, more motivation and job satisfaction.

An example of M&B

To execute this article in a workplace context a critical evaluation will be conducted on the Mitchells and Butlers brand, investigating the techniques they use to develop individuals and the effect it has on their company. In 2010 Mitchell's and Butlers employee turnover was 120 percent (Phillips, 2012). Before this point training was inhouse and unaccredited. A restructure of the personal development process was conducted by HR to offer a range of development opportunities. To rectify this issue M&B now offer accredited courses such as NVQ's diplomas and master courses for development at all levels of the organisation.

Research conducted shows intrinsic motivations are common tools to entice employee development. According to Giauque, Anderfuhren-Biget, and Varone, (2013, p.139) ¹⁹ 'intrinsic HRM practices contribute to consolidating a positive perception of organizational efficiency. Intrinsic motivations are that of learning to gain new skills or personal satisfaction.' M&B are offering sufficient opportunities within the workplace to learn with use of online training with Mable. Constant performance reviews are conducted with management setting tasks that need to be completed to support learning within the business. The accredited training improves employee capability and continuous growth. The benefit to the employee includes the use of the qualification in the future for career progression. This demonstrates the use of performance management and intrinsic motivations being used as a cycle of progression.

M&B also offer a few extrinsic rewards such as bonuses for employee of the month gift vouchers for the employee with the most positive reviews. The organisational benefit of this is that employees work hard to achieve the financial rewards due to their extrinsic nature. The employee is then motivated to perform well offering a better standard of customer services to receive positive reviews from customers. Employee of the month is the management's decision on the employee that has worked the hardest or the employee that has stood out the most in the month. This motivates employees intrinsically and extrinsically which is understood to be the best way to motivate employees through intrinsic feelings of satisfaction and praise as well as an extrinsic reward.

To demonstrate the process further below details a ²¹swot analysis (strengths, weaknesses, opportunities, and threats) and a personal development plan of my own personal workplace performance as an employee of M&B.

Swot

²⁰Swot analysis is based on identifying strengths, weaknesses opportunities and threats.

¹⁸According to Cayir Ervural *et al.* (2018) swot analysis is a dependable, frequently used strategic planning tool that has been used for many years. Below are personal workplace examples of this process.

Strengths identified in a recent performance review highlighted elevated levels of interaction with learning on the Mable platform. This has been a strength due to the confidence it provides when performing a task efficiently. Another strength identified was positive customer feedback demonstrating job satisfaction. Weaknesses identified in the performance review include the lack of exploration outside of my usual role of front of house bar work and taking orders. Another weakness identified is the lack of time there is to learn new roles within the business when only working part time (16 hours a week). Opportunities include career progression to individuals in specific areas such as bar management as well as general management opportunities for those who are trained and confident in all aspects of the company. Another opportunity identified was the potential of working more hours to aid in career development opportunities. Potential threats to development include poor time management having to achieve work-based training targets on time as well as university deadlines while being a full-time parent. Other threats include job dissatisfaction, as discussed above job dissatisfaction leads to employees leaving companies. Threats could include injuries due to lack of training or poorly executing tasks.

PDP

Personal development plans are useful in identifying SMART (specific, measurable, achievable, realistic, and timed) goals for employees and managers to agree on goals to help achieve continuous positive development. Lejeune, Beausaert, and Raemdonck (2021) describe the PDP process as a tool used by management in appraisals to give employees structure to improvements identifying the processes involved in completing the given tasks. The common use of development planning is due to the ability to map out and check back in on the PDP checking progress in the style of Demings PDCA theory. Using the weaknesses identified in the swot analysis above a person development plan was performed to increase progression within M&B.

Objective	Time	Activities	Success criteria	Resources
To learn all table numbers.	12 th August 2023	Study a floor plan. Be more observant when taking food orders to where the tables are.	Will confidently know what table numbers are where.	Floor plan
To progress onto table service with confidence	10 th September 2023	Shadow a table service member of the team to understand the roles and expectations. Use Mable for online training.	Will be able to complete table service independently.	Table service employee Mable Laptop
To learn the basics of food preparation in the kitchen	1 st November 2023	Shadow a chef to understand the roles and procedures. Use Mable for theory-based training.	Will be able to use practical skills in the kitchen.	Mable Laptop Inhouse training

To complete all training on time to a high standard.	19 th November 2023	Book in and complete all training before its due date.	Mable training will be 100%,	Mable Laptop
To receive a better position within the company.	20 th April 2024	Train in all aspects of the company, Training with Mable	A promotion in job title and description	Mable Laptop More hours at work.

Conclusion

Individual development is detrimental for motivation and satisfaction within the workplace.

Many scholars support development of individuals within workplace contexts (Armstrong, 2012; de Leeuw and van den Berg, 2011; Lejeune, Beausaert, and Raemdonck, 2021).

Developing individuals has distinct aspects of research on the best way to develop employee engagement in numerous diverse ways. An exploration into the ways to develop individuals detailed that rewards management, performance management, and motivational rewards were most common strategies for HRM to use when looking at developing individuals.

Motivational theories such as Maslows hierarchy of needs 1954, were explored to show how other theorists hypothesise motivational tactics King, Gontarz, and Wei, (2020).

To explore research further an investigation was performed on a company that I work in. The company is M&B who are a reputable company that pride themselves on the offering its 40,000 employees training and development at all levels of the company (Phillips, 2012). Focusing on M&B the question of 'How does M&B motivate staff members?' was explored using relevant literature to support points throughout. While M&B's offering of relevant training, performance management and rewards reviews is a positive for the business, an area for improvement could be offering more practical training for team members instead of theory-based practices to help develop confidence within the organisation.

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