

Assignment: Task 2
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Developing Relationships and Workplace Achievement

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Summary

Every Organisations need to have a structure in place to get all departments to function accordingly in order to achieve company objectives. This involves people within the organisation to communicate with each other effectively through all departments.

The report will talk about how business develop strategies for personal and career development of individuals within the organisations to motivate staff to perform well.

Introduction

This report is based on a motor insurance company called Allianz Plc.

Allianz Plc is a large International insurance company based in Germany and they have quiet few offices based in the United Kingdom and around the world. Allianz overarching principle is to focus on what really matters and their future plan is to be a simple, digital and scalable company. I am currently an employee within Allianz and work as a Claims Handler. I have been with company since 2016 and I will share my work experience on what motivates me to perform well and how the company manages career development of people, performance and succession planning.

1. The roles and responsibilities of line managers and how it supports human resource management functions.

Allianz job roles are structured accordingly to meet business needs.

The main functions of a line of a manager within Allianz are planning, organizing, leading and controlling. These functions help managers work to increase the efficiency and effectiveness of their employees, processes, projects, and organizations as a whole.

Line Managers responsibility is to make sure the team are performing effectively to meet the business needs and targets. Team managers also have the responsibility to manage the individual members within the team by making sure they have the relevant training and support, help with career progression and manage individual personal needs. Line manager has to follow company guidelines and policies set by the human resource department when it comes to managing the individual team members so that the manager is treating all members within the team fairly and with dignity.

A line manager within Allianz is also responsible to motivate his team to perform and engage in order to get results to meet business objectives.

Human resource department role is to create employee engagement, reward, feedback, Workplace learning & developments, Leadership & Management Development, performance management.

Allianz Human resource management function has policies and procedures in place in order to discipline all level of employees within the business to adhere to the company policies and those who do not adhere will go through a disciplinary procedure. Human resource department set out rules to make a people working environment to be fair and everyone to be treated with equal respect.

Human resource department within Allianz is the foundation of the business which looks at to control behaviour within people and to manage people behaviour they set out policies and procedures which all area of the business has to follow.

Procedures and policies within human resource department are there to help and support managers by giving them a guidance to follow to make a best decision on individuals needs and circumstances.

For example, Allianz have lateness and absent policies in place to control and monitor individual employees' behaviour. For example, an employee who always turns up 15 minutes late for their shift may think it's okay to do so whereas a business this type of behaviour is not acceptable and not fair for the rest of the employees who always turn up on time for their shift or arrive early before their shift starts. This demonstrates an employee motivation and commitment to their job role. In this scenario a manager role is to manage the business expectations and follow the lateness procedure with the individual explaining to the individual employee of the next actions that will be documented and how this will affect their contract if they continue to be coming in late to work. After taking this action if employee still continues to be late for their shift a manager has to take a disciplinary action which involves a formal meeting with the human resource department who then take over by conducting a meeting with the employee to understand why this individual is always late and if they have a valid reason and if they can do anything further to accommodate this individual employee. Following the meeting the human resource department will make the overall decision whether to terminate the individual contract taking into account the individual reasons and company policies. When human resources take this decision, they have to be

fair as a business and follow the rules themselves and cannot bend rules for individual's this will create a negative atmosphere within the business leading to de motivation employees within the business.

A large organisation such as Allianz have a working model which they would follow produced by the human resource management team. Human resource department would use a theory to structure the business and people within the business. I believe Allianz use the X-Y Theory to structure their business and management as this theory is referred to be used for management and motivation.

The X-Y Theory was established by Douglas McGregor, an American social psychologist, proposed his famous X-Y theory in his 1960 book '*The Human Side of Enterprise*'. McGregor's X-Y Theory remains a valid basic principle from which to develop positive management style and techniques. McGregor's XY Theory remains central to organisational development, and to improving organisational culture. (BusinessBalls,2020)

McGregor's X-Y theory suggest how to be managing people under the pressure of day-to-day business.

His ideas suggest that there are two fundamental approaches to managing people:

- Many managers tend toward **Theory X** and generally get **poor results**.
- Enlightened managers use **Theory Y**, which produces **better performance and results, and allows people to grow and develop**.

(BusinessBalls,2020)

Allianz Human resource department provide leadership training to line managers to manage team using Theory Y to get better results than using Theory X which leads to poor results. Theory X managers character style are usually:

- Shouts
- Issues threats to make people follow instructions
- Demands, never asks
- Does not participate
- Does not team-build

Allianz invest in their managers to create a cultural working environment. Line Managers are trained to be approachable, professional, motivate team with incentives, provide training and support to individuals who are struggling than demand, recognise the high performers and work with individuals to progress career.

2. **Training and development and how it supports employee satisfaction and business performance during an economic crises/economic downturn like Covid 19 Pandemic.**

The importance of Training and development is that it helps a company to enhance the knowledge and skills of employees while providing information and instructions on how to better perform specific tasks and can progress career.

Allianz provide specific tailored training and development to employees at all levels within the organisation to improve employee performance, addressing weaknesses, Consistency, increase productivity and improve employee satisfaction and morale.

Allianz use the below type of training and development methods:

- On- the – job Learning
- Individual Study
- Mentoring Schemes
- In-house training

Working at Allianz as a Motor Claims Handler they provide eight weeks of class training when you join the company. Eight weeks of training is provided to enhance knowledge, skills and adherence to quality standards in order to do the job role. Training involves:

- Induction to the company and existing employees
- Human Resources policies and support.
- How to navigate the in-house system
- Mandatory exams
- Side by side training
- Group exercises
- Individual quizzes

During the initial Pandemic, Allianz were able to swiftly move to remote working from an office working model. All staff were able to work from home independently without needing supervision or any further training due to the initial company training and ongoing training provided by Allianz skills you to do the job from day one.

To gain employee satisfaction and business performance during this economic crises Allianz have invested in their employees by offering the below:

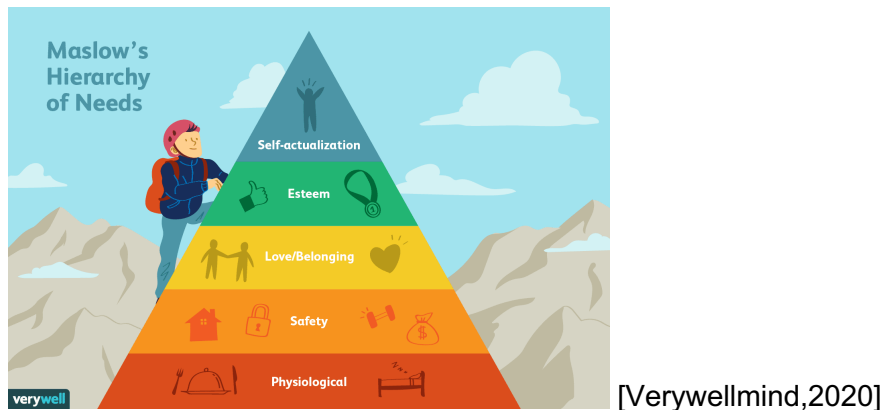
- Working from home model allowing employees to be safe from COVID19 virus.
- Company laptops and desktops provided to work remotely
- Desk and office chairs provided to those who require in order to work comfortably from home
- Offering flexible hours to parents who have young children
- Service desk support line with help setting systems at home
- Free mask provided to stay safe when go out to buy essentials
- Mental Wellbeing webinars and support whilst working from home
- Employee Engagement through zoom classes and quizzes to win vouchers
- E-Learning for career progression
- Able to view payslips online and Allianz HR Intranet.
- No Job reductions or furloughed staff giving all employees a security on their job.

Increased efficiencies in processes results in financial gain for the company therefore the consistency is very important for the company basic policies and procedures. Allianz to continue the consistencies of work getting produced by employees during this economic crisis has invested in system to monitor how long it is taking staff to complete work activities and managers are listening into calls. To gain the consistency and motivation from all employees Allianz have given out free high street vouchers to all employees to show recognition for their hard work and offering Christmas bonuses on performance.

Employee's within an organisation get a job satisfaction when they are able to do their work without having to keep referring for help and able to navigate through the in-house systems therefore it is crucial for companies to conduct an effective training material together to provide the knowledge and skill to the employee to do the job. I believe Allianz effective training and on-going in-house educational training had allowed us to transmit to remote

working effectively during this economic crisis without effecting the business. All employees were able to remotely work from home without having the need to be trained or supervised.

Maslow's Hierarchy of needs concept was introduced in 1943 which is a 'Theory of Human Motivation'. Maslow's hierarchy is displayed as a pyramid showing the basic needs at the bottom while the complex needs are at top of the pyramid. [Verywellmind,2020]



In my opinion I feel Allianz training model refers to Maslow's Hierarchy of needs concept as Allianz offer eight weeks of training programme for new starters which covers the physiological, safety and belonging factors giving individual employees job satisfaction as they are trained and skilled to do the basic job role. Job safety is offered by giving a security of a permanent contract, a competitive wage and Allianz giving insight information on how company are doing well. Love and Belonging is shared by offering pension schemes, Flexible benefits available, Bonuses and opportunity for share schemes.

Using the Maslow's Hierarchy model concept Allianz sufficient training programmes allowed all employees to easily transmit to remotely working without needed further training. Maslow's Hierarchy model is a successful pyramid which has been proven during these financial crises as Allianz were able to change their working model from office working to remotely working without having to train staff and occurring any business disruptions or losses.

3. How reward makes an impact on organizational performance.

Rewarding staff is vital as this helps a business to succeed. Organisations reward their staff to encourage their loyalty and retention. Most of the organisations reward staff in order to motivate their performance.

Allianz offer long term rewards to their staff to retain staff hence they invest allot in training their staff to be the best at their jobs. Some of the long term benefits they offer whilst working with the company:

- Flexible benefits yearly where you can buy Dental plans, Travel Insurance, Critical care cover, buy additional 5 days of holiday at very low cost and this gets deducted from your wage before tax
- Offer staff yearly bonuses depending on performances
- Offer company shares
- Rewarding Pension Schemes
- Maternity Pay
- Flexible Hours
- Yearly pay increase
- Career Progression

Long term benefits within a business motivates staff to stay and progress within the company as you are getting more than just a monthly wage. In my opinion I am motivated to stay with Allianz due to the long term benefits they offer. Long term benefits motivate and challenges me to progress and learn new things every day.

Allianz also offer short term loyalty by rewording employees:

- Eye Care Vouchers
- Monthly incentives to win vouchers on performance
- Employee Assistance Programme
- Guide to HR Services
- Wellbeing Webinars
- Allianz Thank you

Allianz Wellbeing Webinars look at different subject matters for example, changing habits, Sleep Well Live Better, Managing stress through Nutrition, Top tips for good work and life. I feel the Wellbeing Webinars are very useful as we all go through different crises at a stage in our life. I have attended few sessions myself and feel as it had supported my mental wellbeing. Allianz consistently email internally to all employees reminding them of the wellbeing webinars that are available. I feel such wellbeing support gives you that peace of mind and helps get you that professional support and advise for free. During this pandemic crises Allianz have continued to provide Wellbeing webinars remotely to all staff at all levels and have offered wellbeing webinars such as Anxiety and the Ongoing Pandemic, Resilience, Bouncebackability and Dealing with Change.

Maslow's Hierarchy of needs talks about Love/Belonging, Esteem and Self-Actualisation which I believe Allianz use the same concept when to they look to reward employees as they offer long term rewards such as annual Bonuses which are related to performance and career progression therefore theses rewards falls under Esteem. Individual employees are self-motivated and disciplined to achieve their goals as per rewards scheme offered.

Allianz rewards such as offering flexible benefits, Eye Care Voucher, offer company shares, Wellbeing Webinars, Monthly incentives fall into the Love/Belonging factor as theses rewards are a need for some individuals and offering theses rewards employees feel a sense of being cared, loyalty and looked after by the employer. Allianz offering various development programmes, managers creating individual personal development plan and offering competitive Pension Schemes gives individual the self -actualization which becomes intimacy important for the individual which is the top needs factor on the Maslow's Hierarchy pyramid. Self -actualization employees needs motivation benefits the company as individual at that stage would stay behind to get their work done, would put more hours into work than usual shift and will do more than their job specification and are trustworthy.

4. Conclusion

Allianz is an international financial services provider; they focus on human resources strategy and initiatives on being the employer of choice for the best talents around the world. They look to achieve their goals by supporting their staff via various development programs and opportunities. [Allianz,2020]

Allianz do yearly employee surveys to get feedback from all employees on how they can improve the working model, what is working best and what is not working and any suggestions to improve. Allianz do yearly feedback and present the results and would implement on what majority have voted to motivate all staff. Working at Allianz myself I feel Allianz end of year survey are a brilliant idea as it gives us the opportunity to express our thoughts on new working processes.

Allianz success factor to becoming employer of choice would be because there is a positive relationship between Allianz Human resources and organisational performance. Allianz Human resources play a key part to company performance as they have to set the right policies and procedures in place to control people behaviours to make it a fair working environment for everyone. I believe Allianz have conducted Maslow's Hierarchy theory in rewording employees due providing different rewards types to meet different people needs in order to engage and motivate all employees.

I totally agree with the Maslow's Hierarchy of needs pyramid as we all have different needs that motivate us and if a particular need is not fulfilled by a company, we are not motivated to give our 100% to the job role and would just do the needful whilst we explore another avenue's.

5. Recommendations

I would recommend Allianz to friends and families as the company offers good career progression, competitive salary and invest in their employees to motivate individuals.

I would recommend Allianz to offer competitive incentives when introducing friends and families to the business as this would motivate employees to recommend Allianz.

6. Personal Development Plan with Allianz

The development plan is based on myself as I work for Allianz Plc.

Current Situation	Claims Handler
Career Goals	I want to be become a Team Manager
Skills Gap	I want to learn more about how to manages people I want to learn about forecasting and reporting I want to learn how to manage workload within a team I want to learn what systems managers use
Actions	Organising training with my manager Managing teamwork load Need a mentor for guidance Shadow manager to teach me about how they forecast and report Enrol in Leadership and Management Course
Evaluation	My plan to be reviewed every 6 months

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