

Importance of development vehicles in the workplace and personal development plan.

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Executive summary

In a competitive and changing business environment, manager of some companies, to achieve certain organisational goals use resources such as financial, human or informational by applying principles like planning, organising, directing and controlling. These principles allow to develop in the workplace, vehicles such as motivation, training, commitment... To make individuals more performant and help organisation meet its business goals. in fact, employees motivated, trained or committed are more efficient at work and capable of handling different responsibilities and challenges. So, the questions are: how management can influence people throughout those different development vehicles? what is the impact or the benefits of those development vehicles in organisation and on individuals?

Introduction

As we know development vehicles are important in the workplace and employees focusing on improvement become more productive and cooperative members inside the company. according to Gellatly (2013) personal development allows people to improve self-awareness, to know, build, identity, discover and develop talents

the aim in this report is to talk about the different development vehicles. we will also talk about three of them like motivation, commitment and training. in the second part we will talk about the importance of development vehicles in the workplace: example of DHL- trade team, and all the benefits for the organisation and for individuals. In the third part, before concluding we will talk about personal development plan Linked to individual needs.

Discussion

A- Development Vehicles

Considered also as key areas for professional development, development vehicles help employees improve productivity and attain valuable skills which are beneficial for their career. Indeed, after their recruitment in the company, individuals bring different skills and behaviours to a job. So, after fully trained in the role, new staff can acquire further development opportunities called development vehicles helping companies to keep them motivated in their work, to build loyalty to the organisation, to get skills, progress in their career and help organisation to face competition. We have different important development vehicles in the workplace like motivation, Engagement, commitments, e-learning, training, performance management....

But in this report, we will present only three of them: motivation, engagement and commitment.

1- Motivation in the workplace

Motivation is considered as a process of stimulating people to actions, to accomplish the goals they fixed to reach, or sometimes, in easy words, to make dreams become reality. Some scientists define it as a general willingness to do something and can only be inferred by noting a person's behaviour. We see motivation Like a stimulator for someone to act and behave, to achieve a desired goal. We distinguish two main motivation: Intrinsic and extrinsic motivation.

Intrinsic motivation is provided by the work itself and it is the act of doing something without any obvious external rewards or an outside incentive or pressure. You do it because you enjoy it or you have interest to do it (Longhurst,2019). For example, reading a book to get more knowledge. But an activity you already enjoy, if it rewarded can make people to lose interest. according to Lipper and Nibbet (1973), in one study published the same year, they showed that excessive amount of rewards can create a decrease in intrinsic motivation, and they call it over

justification effect. In other words, people are motivated by the fun, challenge or satisfaction involved with an activity contrary to extrinsic motivation.

Extrinsic motivation refers to behaviour that is driven by external rewards such as money, fame, grades and praise, and coming from outside the individual. For example, being paid to do a job, competing in sport for trophies... Many organisations use this type of motivation to push their employees to develop a sense of loyalty being a rate above that of their competitors, bonuses and incentives schemes. That is why two theories of motivation have contributed to understand better motivation in the workplace.

First, we have the Maslow's hierarchy of needs, a theory developed by Abraham Maslow in 1943. Maslow identified that as individuals we have five sets of needs, we must satisfy by level before moving to the next. At the first level we have biological and psychological needs (food, drink, sleep, basic life needs). At the second level safety needs include protection from danger, security and stability... At the third level social needs include a sense of belongings and love (family affections, relationships...) At the fourth level he identified esteem needs as those of achievement, reputation, responsibility.... And at the summit of the pyramid he proposed that after having satisfied all the lower needs, an individual would be able to realise his personal growth and fulfilment called self-actualization.

The other theory called Herzberg's motivation and hygiene factors is developed by Frederick Herzberg. He was the first to show that satisfaction and dissatisfaction at work arose from different factors: hygiene factors that may be considered as extrinsic motivation like company policies, quality of supervision, relations with others, personal life, rate of pay, job security, working condition.... And motivational factors (intrinsic motivation) like achievement, career advancement, personal growth, job interests, recognition, responsibility....

According to Herzberg (1959) the presence of motivational factors is motivating whereas hygiene factors tend to lead to dissatisfaction. And for him it is necessary that hygiene factors must be addressed and resolved before motivational factors can be effective. After the motivation we have the commitment as another important development vehicle in the workplace.

2- Commitment in the workplace

Commitment work or work commitment is defined as a feeling of responsibility that one person has towards the goals, mission and vision of the organisation he or she is associated with. To show commitment employees bring energy and initiative in their job everyday by caring more about the

work and productivity is the results of the organisation. Commitment may influence professionalism by being punctual and prepared at work, respecting workplace property, office roles such as dress code and personal use phone, policies and attending meetings. committed employees put customers first by striving for customer satisfaction to help organisations clients loyal and growing. Commitment gives possibility to people to have strong motivation by making significant contributions to any group task. Many scientists have developed studies defining ways to improve how workers feel about their job and how they would become more committed to their organisation. And three component- models of commitment where created by Meyer and Allen's (1991) that corresponding with different psychological states.

First, we have affective commitment defined has an emotional attachment in organisation where the employee identifies with loyalty, the goals and desire to remain as part of the organisation. Secondly, we have continuance commitment or attachment where the employee feels the need to stay with organisation and avoid the risk of rupture by not losing for example salary and fringe benefits.

And the third component is the normative commitment where the employee develops feelings and obligation to remain in the organisation because that one has invested money or time in the training oh perhaps it has paid the college tuition.

3- Training in the workplace

Used to improve performance by giving more knowledge for employees, training is the action of teaching a skill or type of behaviour. Workplace training enables employees to gain skills they need, to perform the duties according to the goal of the organisation. This process allows those companies to develop knowledge, skills and efficiency. By building core learning abilities, organisations conduct different types of training depending on their requirements, their needs and the availability of resources. Technical training teaches the new employee the technological aspects of the job, quality training reinforces employee's ability to prevent, detect and eliminate non quality items. Soft skills training referring to personality traits, communication and personal habits used to socialize with other people. Professional and legal training allow employees to understand better laws related to their industry. Team training develop cohesiveness among team members to improve decision-making, problem solving and team development skills to achieve good results. And to reach all these training needs, models (transactional and instructional) are used, but many organisations use the systematic approach for training or the systematic training model to have people prepared for the work throughout necessary

knowledge, skills and attitudes. This system model consists of five phases: analysis and identification of the training needs, designing and providing training to meet identified needs, listing activities in the training program, selecting delivery method..., implementation to fix all the steps of the whole training program. And, finally evaluation of each phase of the training to ensure that all the goals and objectives are achieved.

B- Importance of development vehicles in the workplace: example of DHL-Trade team

1- Presentation of DHL-Trade team

Trade team is the specialist drink distribution arm of the world's largest logistics company DHL. It was created in 1995 and is now a leading logistics provider working with the most of the UK's major breweries and pub companies. The company is become a nationwide network with thirty operations, six hundred vehicles and more than two thousand employees across the UK. Trade team has developed a strategy of continental improvement by delivering more than thirty thousand "on trade" outlets each week and try to focus more on the recruitment of the right people for the right job and put customer needs through the development of tailored services. It also invests in systems to improve overall services (£ 40 millions since 2004) and developing some core values to make successful the business.

The first belief is to deliver excellent quality service for any product, at any time and at any place. The second is to make customers happy by striving to establish long-term business partnerships. Then, to act in an entrepreneurial way by recruiting motivated and loyal employees according to clear priorities internally and externally by giving each employee the opportunity for personal development according to individual performance. Finally, to accept social responsibilities by protecting environment and promoting the employee's social commitment.

2- Benefits of development vehicles in DHL-Trade team

In this chapter we will going to see how the development vehicles such as motivation, commitment and training generate benefits for DHL-Trade team.

Regarding my experience in this company for about four years now, we can affirm without doubt that development vehicles have big impact for the growth of the business. And making a balance between business needs and employee's needs, the management has created a fun environment and career development. This has consequences on sales, customer service, productivity and safety. Indeed, every day before starting, meetings are organised to discuss about performance, to review progress and to develop plans which offer career ladder to enable progression within the company. At DHL-Trade team they use more the concept of commitment developed by Walton (1985) who think that improved performance will have result if the organisation replaces the traditional control-oriented approach (control employees) by a commitment strategy (not control). This includes the communication of the values, developing a climate of trust and a positive psychological contract, establishing partnership agreements with trade union, implementing a policy of employment security...

And all this, has had an impact between employees in term of attachment and confidence. In this organisation, me and other employees had created a great feeling of work balance, autonomy to do the tasks with more engagement and more motivation due to an internal and external training, a continuous appraisal system, a face to face communication, good pay rate, bonuses...

The different development vehicles used by the company have allowed DHL-Trade team to increase its competitive advantage by reducing labour costs, improving customer service and flexibility. And the business has grown in a short space of time with a turnover of one hundred sixty million per annum (trade team.com)

3- Benefits of development vehicles to the employees in DHL-Trade team

As we know development vehicles are very important in workplace, but in another hand, they are beneficial also for individuals working in several companies. Indeed, employee's motivation, training, feedback and reward, commitment, engagement, performance management have a great impact in people and may influence their behaviour. In DHL-Trade team motivation impacts in job satisfaction and increase productivity. That is why every week communication face to face are held by managers to correct and give feedback to me and other employees, to reach the organisational targets and objectives. So, productivity is increased by giving individual training needs for each employee, and by giving rewards to make workers more engaged, more

committed. According to GRABTREE (2017) and based in a research conducted in UK by Gallup in 2011-2012, many companies have disengaged employees with low motivation (57%). For this study, there are various ways to interpret results, and the most relevant is that during uncertain economic times, people may be reluctant to seek a job and prefer job security. but in DHL-Trade team, employees are always coming on time and involved in decision-making, allowing the company the pick fifty million items every year, including four million wine and spirits cases (DHL-Trade team) with 99,88% accuracy rate. According to Locke (1990) employee's efficiency is not only based on his abilities, but he needs to have a good balance between ability to perform the task given and the willingness to perform the task. This balance helps to increase productivity and improve efficiency. And the only way to get those results is to use development vehicles like motivation, commitment, engagement....

C- Personal development plan

In the workplace, employers tend to invest more in their staff throughout the structures and processes to provide possibilities or opportunities for the development and for the training. They often use personal development plan method, which is the process of creating an action plan based on awareness, values, reflection and planning for personal development within the context of career (Wikipedia). In this way personal development is considered has a continuous process to improve and update skills and knowledge of the employees to ensure their effectiveness and employability. In this chapter we will go to talk about people who need personal development, to identify the needs for skills, knowledge or competence, and at the end selecting appropriate development activities to meet those specific needs.

1- Profile of the person

In a modern changing environment of many businesses, people need to adapt themselves in new roles to face different circumstances and difficulties to handle pressures linked to those changes. And personal development can help to self-improve in their career. According to Nyatyowa (2017) there four reasons why people need personal development in the workplace. the first people who need that plan are those with weaknesses in areas of the job because they don't like where they are. The other people are those who need to develop their strengths by increasing the skills they are already good at. And for Nyatyowa, some people need to boost their confidence by achieving a certain goal and gaining another skill. The last people are those

who need to improve their self-awareness by knowing who they really are, their values and where they would like to go.

2- Individual needs for personal development

Sometime in the workplace, employers are difficulties to identify training and development needs for employees. we know how training is important to help businesses to stay ahead of their competitors and how it is necessary to attract new and top talents and how it can improve job satisfaction. And to find a way to fill the skills gaps of employees, companies offer several trainings like industry training helping people to understand better new products, processes or equipment, and job training (health and safety, sales training) to do better their job, and also personal development including leadership skills, first aid training...

Employers have asserted talk with staff to set clear expectations and goals to improve performance. Among those we have communication skills which are very important, indeed, written, verbal or non-verbal communication, and the way employees communicate with customers and colleagues can help to the growth of the organisation. Also, team working, or interpersonal abilities is a great advantage to build relationships between Staff and to make the job done on time and accurately. Decision- making and problem solving are skills which need to be developed because it allows options and implement solutions.

Leadership and management skills are important for today's businesses to being able to lead a group and manage individuals for progress. Creativity must save time and money and improve also the quality of services. it involves the ability to resolve problems in and outside the workplace. And finally, throughout these examples, an employee needs a development on computer and electronic skills because nowadays, lot of jobs need basic understanding of this.

3- Personal development planning

According to Merchant (2010) organisations must allow employees to meet their individual needs because there are more demands in term of personal growth and development. And by leaving employees to fulfil their career needs, organisations will benefit a lot by retaining competent and qualified among them. To reach this, they need a personal development planning. Most businesses use personal development plan to provide employees all the opportunities to increase their skills and advance their career throughout different steps. And knowing all this, I followed all those steps to become manager at DHL-Trade team. First by

identifying all the skills needed, the strengths and realistic goals I can reach. That is why in a second step I enrol myself in a course of leadership and management at university, having like this an achievable plan by knowing well all the resources I need and involving more time management between work and studies. After finished university, the third step consists to make an action by carrying the tasks allowing to reach the goals using all the skills owned plus new skills gained during the process. In the future, this process needs to be evaluated and to record how the process is going, the progress I made, the skills gained and what I need to develop further. And at the end, in another step I must review what I have learned. This part of the planning can give me the possibility to take a step back and evaluate everything I have recorded, and to identify the next area or skills for development.

So, it is clear, this strategy to be efficient, must be S.M.A.R.T (Specific, measurable, attainable, realistic and timely).

Conclusion

We are trying during all this study to understand better the importance of the development vehicles in the workplace and their impact in business. With the case study of DHL-trade team, we showed how beneficial are those development vehicles to the organisations and to the individuals. Before finishing our analysis on personal development planning, we learned in this topic that in a competitive environment and a committed, flexible workforce, employees must be recognised as whole persons with lifelong learning needs in the aim to become more efficient and effective. That is why we share entirely the idea of Day (1994) who considers personal development as part of professional development allowing workers to develop their careers and to participate to the successful economic development of many companies

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