

Assignment Title: **Developing relationships and workplace achievement**

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Task 2

Component 1

Executive Summary

The major goal of this study is to learn about the most important theories of motivation in organisations, such as Maslow's Theory, McGregor's Theory X and Theory Y, and Herzberg's Two Factor Theory. The study delves into the specifics of these hypotheses, as well as the research methodology used and any objections.

The study begins with a brief overview of motivation and its importance in organisations, followed by an explanation of the two major theories of motivation and their objections. Maslow's need hierarchy theory discusses an individual's five levels of need requirements. Maslow's philosophy is based on the many needs of individuals, whereas Herzberg's two factor theory explain two factors which effect job satifcation,hygiene and motivation. This report also highlights the importance of training and development in organisation and how it supports employee satisfaction and business performance. In the last part difference between Performance Appraisal and Performance Management has been discussed. This report will also discuss about Personal SWOT Analysis and Personal Development (PDP) plan.

Introduction:

Motivation is one of the most difficult jobs that managers face today. Motivation is the process of inspiring employees to perform their best through inspiring them to do their best. Every management wants their company to have the highest-performing personnel, which can only come from motivated employees. Employees who are motivated are more committed to their jobs and organisations. It's difficult to motivate employees, thus it's a task. Motive is an internal emotion that stems from one's attitudes, actions, and thoughts (Bandura, 1977). Managers must learn how to motivate their staff and establish a positive work atmosphere so that they remain engaged and productive. I have chosen Priestley Rose nursing home where I was working before and have applied Maslow theory of motivation at my workplace. Similarly, advantages of learning and development and how it can impact employee's performance management.

Company Profile

Priestley Rose Nursing Home

MACC Care Ltd is a company that focuses on dignity and respect when providing care. MACC aims to enable freedom and a satisfying living by promoting traditional values alongside quality care. There are a variety of common areas in the spacious interiors, and care professionals take pride in making each individual feel safe and pleased. Residents benefit from registered nurses on site 24 hours a day, a variety of activities, and a varied food for special diets, all while living in a home with a manicured private garden. Maccare owns five nursing homes, with Priestley Rose Nursing Home being the first to open in 2006.

Priestley Rose can meet a wide range of needs by welcoming both single and dual occupancy residents to an environment maintained by skilled nurses and attentive care personnel.

With an intriguing activities programme in place and seasonal food selections, the home takes satisfaction in supporting everyone's well-being and happiness.

Residents are encouraged to personalise their rooms, and the service provides access to a variety of therapies. (www.maccare.com)

LO:1 Motivation

Motivation comes from the Latin word "movere," which meaning "to move." Motivation is described as an internal force that directs and activates conduct. The process of describing why and how human behaviour is activated and directed is referred to as motivation theory. It is regarded as one of the most important topics of organisational behaviour research.

Motivation is defined as the willingness to put out a specific amount of effort. Motivation is the willingness to work at a certain level of effort. Motivation is the point at which an individual demonstration or acts with a certain goal in mind, it wants each need and be a Inten on to set their objectives, this was recommended by Middleton and Perks (2014).



Types of motivation:

There are two types of motivation

(1) Intrinsic motivation

(2) Extrinsic motivation

Intrinsic Motivation	Extrinsic motivation
Refers to behavior that is driven by internal rewards Deci,Ryan(1985).	When things are done to or for people in order to motivate them
Intrinsic motivation occurs without any external rewards	Extrinsic motivators can have a dramatic and immediate effect
Autonomy,Mastery,Purpose three important steps Pink (2009)	do not always sustain
Examples: Learning new skills, Playing sp	Examples:Incentives,Increased pay,Praise,Promotion and punishment.

My Organisation use both intrinsic and extrinsic factors to motivate its employees. I have learnt different languages and computer skills at my workplace to develop my intrinsic motivation which helped me to boost my Personal development. Intrinsic motivation helped me in my personal growth and recognition from my manager helmed me to perform better. This contributed to better organizational performance in the long term.

Theories of motivations:

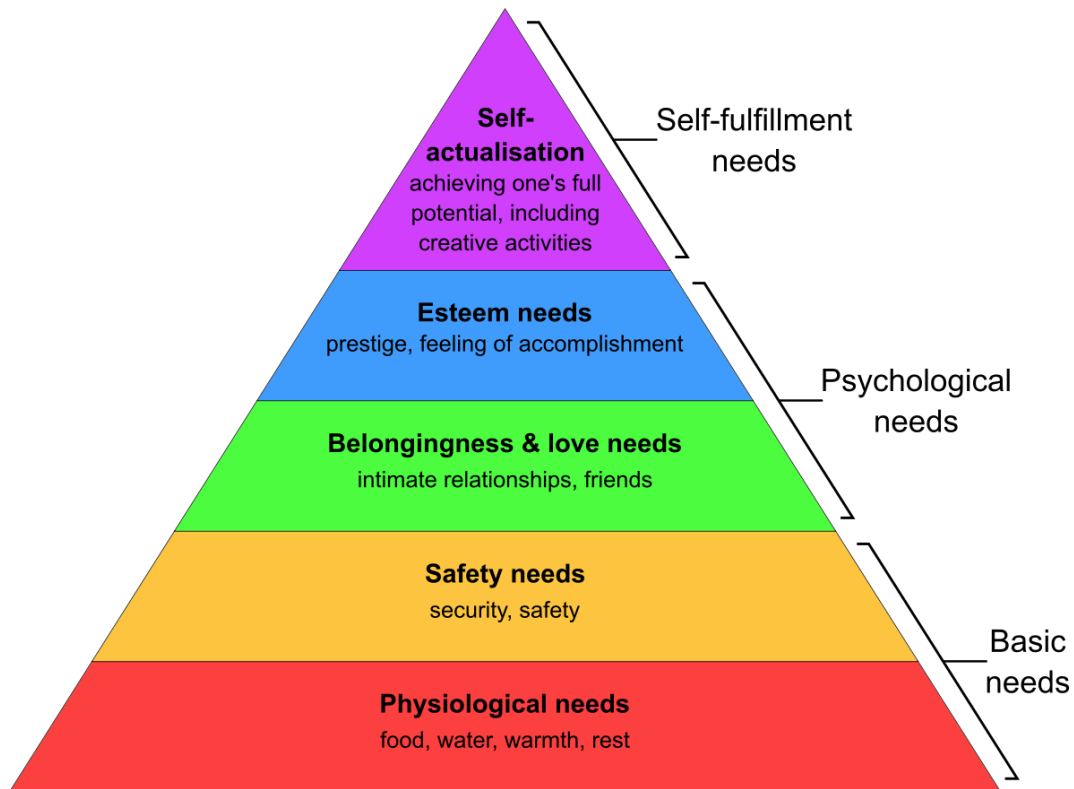
There are different theories of motivation which are:

- Maslow's hierarchy of needs
- Herzberg's two-factor model
- ERG theory (Alderfer)
- Content theory
- McClelland's achievement motivation

Here I will discuss one theory which applies or fit to my workplace, which is Maslow's hierarchy of needs theory. Herzberg's is also another important motivation theory which can applied to workplace.

Maslow's hierarchy of needs

The best-known needs classification is that of Maslow (1954). He suggested that there are five main categories of needs that apply to people in general, starting with basic physiological needs, through a hierarchy of security, social, and appreciation needs, to the need for self-actualization, the highest need of all. When a lower need is met, the next higher becomes dominant and the individual's attention is directed to meeting that higher need. However, the need for self-actualization can never be satisfied



Source: Author

Comparison between Maslow's and Herzberg's Motivation Theory

Similarities:

- Both use a hierarchical scale. In which one degree has to first be absolutely or largely finished earlier than advancing to the next stage.
- Both are based at the argument that "we behave as we do because we are attempting to fulfil internal wishes." (Bartol et al., 2005) i.e., Needs theory
- Herzberg's hygiene idea corresponds with Maslow's Physiological, safety and belongingness wish i.e., they each have the same criteria (basic pay, work conditions etc...)

- Also, Herzberg's motivator's idea correspond with Maslow's esteem and self-actualization needs i.e, they each have the equal criteria(recognition,growth,achievement etc...)
- Both theories are inspired through environmental situations, employee attitudes and as a result, their motivation. These impact an employee's performance.

Differences

- Maslow says that each degree of the five have to be completely or in large part completed before advancing to the following level. However, Herzberg cautioned that there have been most effective 2 levels (hygiene and motivators) in place of 5.
- Maslow said that pleasant each degree is a motivator, however Herzberg said that pleasing the hygiene level simplest consequences in an employee being in neutral nation and that satisfaction and motivation simplest comes from the 2nd degree (motivator).

Herzberg's two-factor model/theory:

Two companies of factors affect job satisfaction: 1) the ones intrinsic to the work itself; 2) the ones extrinsic to the activity (extrinsic motivators or hygiene elements) which include pay and running situations Herzberg et al (1957)

Hygienic: Salary, Supervision, Company Policies, Supervisions, Security etc... (extrinsic)

Motivation: Recognition and achievement, Growth (Intrinsic)

Application of Maslow's and Herzberg's theory at my workplace:

In my point of view both theories are being utilised in my workplace to motivate its employees. As Abraham Maslow argued that humans are motivated by five essential needs.

He formed a pyramid demonstrating these needs which he called the 'hierarchy of needs. My organisation provides me regularly monthly pay and essential facilities. Maccare (Priestley nursing home) provides the security of formal contracts of employment which includes pension and sickness schemes and option to join a union to give employees sense of belonging. It also ensures health and safety in the workplace. My organization promotes teamworking at different level which help us to get motivated. I have worked at different team level in my organisation which has improved my relationships and communication skills. Priestley Rose values emphasise self-respect and respect for others and pride for hard work, its self-assessment, 360-degree feedback, and appraisal system help to recognise individual contributors and importance. This 360 degree and appraisal system helped me to identify my weaknesses and strength and motivated me to rectify my weaknesses. My organisation offers Personal development Plans (PDP) which helps in recognising my skills and talent and create opportunity for promotion and career progression programme. Our company option fast-track management programme provides a route for capable staff to reach higher level.

Herzberg showed that to genuinely inspire a worker an enterprise desires to create situations that make him, or her experience fulfilled inside the place of job. My Organisation pursues to motivate its employees each through paying attention to hygiene elements and with the aid of permitting satisfiers. For example, it motivates and empowers its personnel by appropriate and timely communicate, via delegating responsibility and concerning workforce in decision making. It holds forums every year in which group of workers can be a part of the discussions on pay rises. This indicates popularity of the paintings Priestley rose staff do and rewards them.

Extract taken from: - <http://businesscasestudies.co.uk>

LO.2: Training and Development

Training and development are critical to the effectiveness of organisations as well as employees' work experiences. Workplace productivity, health and safety, and personal growth are all affected by training. All businesses that employ people must invest in their employees' training and development. Most businesses are aware of this obligation and

devote time, money, and other resources to training and development. Such an investment could include hiring specialised training and development personnel as well as paying salary to employees who are undergoing training and development. Investing in training and development necessitates the acquisition and maintenance of space and equipment.

Goldstein I. L. & Ford K. (2002)

Training:

” Training is the process of teaching new employees the basic skills they need, to perform their jobs” (Gary Dessler).

As Reynolds (2004: 45) mentioned, Training has a complementary function to play in accelerating gaining knowledge of: ‘It have to be reserved for conditions that justify a greater directed, professional-led approach instead of viewing it as a comprehensive and all-pervasive humans improvement answer’.

Types of Training:

Training programmes or events can be concerned with any of the following:

- manual skills, including apprenticeships.
- IT skills.
- team leader or supervisory training.
- leadership and management training.
- interpersonal skills, e.g., leadership, team building, group dynamics, neurolinguistic programming.

- personal skills, e.g., assertiveness, coaching, communicating, time management.
- training in organizational procedures or practices, eg induction, health and safety, performance management, equal opportunity or managing diversity policy and practice.

Intentions of Training and development

Employee training and development occurs at different levels of the organization and helps individuals in attaining diverse goals. According to Elnaga and Imran (2013), this effort assists individuals in decreasing their frustration encountered in the workplace. When a task is not properly performed and the end results are not perceived as expected, the individual may not feel motivated to keep performing (Asim, 2013). For this reason, employee training and development serves as the tool that not only enhances the competencies required to perform at the expected level of performance may even decide to leave the organization, because they feel they are not productive and become dissatisfied with their job. Employee training and development is a vital component of Human Resources planning activities, because it not only maximizes the returns of the individuals, but it may also attract better talent to the organization (Bapna et,2013)

Employee satisfaction and Organization performance

Employee training and development programs are critical for enhancing employee performance. In fact, a 2019 report published in *The International Journal of Business and Management Research* indicates that 90% of employees surveyed agreed or strongly agreed that training and development programs improved their job performance.

Following are some ways employee training and development efforts improve employee performance.

- Training for New Responsibilities
- Learning About Industry and Technology Updates
- Adapting to Remote Work
- Updating New Employee Training
- Addressing Performance Review Findings

Benefits of Training and Development

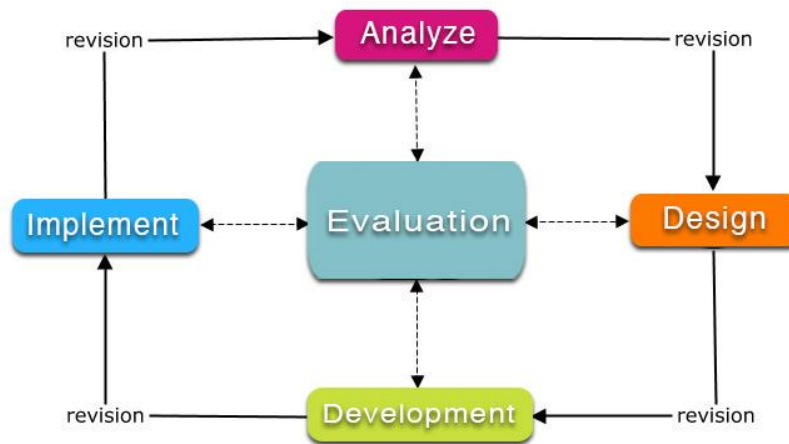
Training and Development Boost Employee Productivity

- Improving Task Management
- Targeting Required Skills
- Clarifying Expectations
- Enhancing Employee Engagement
- Encouraging Continuous Improvement

Training and Development Help with Reducing Employee Turnover

Training and Development Assist with Improving Company Culture

My organization has systematic training model in place for employees which benefit both employees and organization.



Source:wordpress.com

There are different types of training been conducted at my workplace which includes:

- Just in time training
- Bite sized training

LO.3: Difference between Performance Appraisal and Performance Management

Performance Appraisal:

Performance appraisal involves evaluation of a worker's overall performance on the job.

It involves measuring quantitatively and qualitatively, a worker's past and present performance, close to his specific role and potential he imparts to organisation.

Performance appraisal is regarded as a critical element of human resource management.

Scholars use extraordinary terminologies to indicate it. Meggioson (1967) prefers to apply the term "worker appraisal" at the same time as Cunning (1972) makes use of the time period, "team of workers evaluation".

Performance appraisal (PA) is a formal system of evaluation and evaluation of man or woman or team task performance. An important factor inside the definition is the phrase formal, due to the fact in truth, managers must be reviewing an individual's performance on a continuing foundation.

Purpose of Performance Appraisal

Performance value determinations are important for the powerful control and assessment of workforce. Appraisals assist develop individuals, improve organisational overall performance, and feed into business planning. Formal overall performance appraisals are typically conducted annually for all team of workers within the organisation. Each employee is appraised with the aid of his/her line supervisor. Performance appraisal is a technique of evaluating the activity performance of a worker.

Uses of Performance Appraisal:

- Human Resource Planning
- Recruitment and Selection
- Training and Development
- Career Planning and Development
- Compensation Programmes
- Internal Employee Relations
- Assessment of Employee Potential

Performance management

Performance management is a non-stop process of identifying, measuring and growing the overall performance of people and teams and aligning overall performance with the strategic desires of the company. Aguinis (2005, p 2).

Pulakos (2009, p3) emphasized that: 'Performance control is the key technique through which work gets performed. It's how corporations speak expectancies and pressure behaviour to achieve crucial desires; it's additionally about how groups identify useless performers for development programmes or different employee's moves.

Performance control (PM) is a intention-orientated system directed toward making sure that organizational techniques are in region to maximize the productiveness of personnel, groups, and ultimately, the agency. It is a primary participant in engaging in organizational approach in that it entails measuring and enhancing the price of the staff. PM includes

incentive goals and the corresponding incentive values in order that the connection can be honestly understood and communicated. David F.Giannetto (June,2009).3

Types of Performance management tools:

- 360-degree feedback
- Balance Score card
- Reward and Recognition
- Key Performance indicators (KPIs)
- Performance Appraisal
- Management by Objectives (MBO)
- Personal Development Plans

Performance management at my workplace:

In my organisation the top management is responsible for Performance management who, with the help and support of Human Resource, plan, organize, monitor and control activities and provide leadership to accomplish strategic organisation goals. My organization achieves high performance by creating high levels of engagement, motivating people to enhance skills and competencies through feedback, coaching and personal development planning. The aim of overall performance management is to improve overall performance to permit company goals to be carried out. My organisation uses both performance appraisal and performance management to accomplish its goals. Performance appraisal is conducted by manager or line manager once a year. During the appraisal different areas are discussed which includes communication skills, team management, time management, interpersonal skills. Managers provide feedback on my performance and identify weaknesses and explore opportunities to deal with weaknesses and threats by using SMART objectives. The main tools of performance management used in my organisation are performance appraisal, 360-degree feedback, Visual assessment and Ratings. In 360-degree feedback all staff including subordinates, managers give their feedback about my performance and identify the areas which I need to improve and discuss measures and actions to achieve these objectives. Personal development plan plays a very important role in achieving my SMART goals.

Although it is the final goal of overall performance control, improved performance (each task and contextual; Borman & Motowido, 1993) can be taken into consideration a distal outcome of the manner. More proximal effects consist of the cognitive, affective and conative consequences that precede changes in performance. For example, Kuvaas (2007) discovered that the relationship between developmental aim setting and comments on the one hand, and self-pronounced overall performance on the other hand become mediated by means of intrinsic motivation.

Objectives of Performance management

Performance management play very vital role in developing employee's knowledge and skills which ultimately improve organizational performance. Performance management provide the basis for personal development and develop a performance culture

Conclusion:

The terms 'performance control' and 'overall performance appraisal' are now and again used synonymously, however they're different. Performance management is a comprehensive, continuous and flexible approach to the control of corporations, teams and people which involves the most quantity of debate between those involved. Performance appraisal is a more limited approach which includes managers making pinnacle-down exams and rating the overall performance in their subordinates at an annual performance appraisal meeting. Comparing performance appraisal vs performance management, performance appraisal job standards and evaluates beyond overall performance based on such set standards whereas performance management objectives at handling performance actual time to ensure performance reaches the desired levels. Performance appraisal and performance control are two employee overall performance evaluation methods. Performance Appraisal is the conventional approach to comparing the performance of an employee. The increased competitive nature of the economy and fast adjustments in the external environment has pressured many organizations to shift from reactive overall performance appraisals to the proactive overall performance management to boost productiveness and improve organisational overall performance.

The fundamental distinction between performance appraisal vs performance management lies inside the scope. Both performance value determinations and performance control entail setting performance targets reviewing the achievement of objectives and devising ways to enable employees to meet targets.

Part B

SWOT Analysis:

In business, SWOT Analysis uncovers the Strengths and Weakness of a company and identifies the opportunities and Threats that it faces.

Just as that is vital for organisations, it's additionally useful while we use it on our personal situation. By understanding our strengths, we will cognizance our efforts on the matters we are appropriate at and by way of knowledge our weaknesses, we recognise what to keep away from, what to improve and in which we want to assist.

Personal SWOT Analysis

Strengths: Good leadership skills Good communication skills Good team management skills	Weaknesses: Computer skills Problem solving skills Negotiating skills
Opportunities: Attending Training Further studies Attending mentorship programs	Threats: Competitiveness Changing technologies Job skills

Personal development Plan (PDP)

Personal development plan (PDP) OR Portfolio is an assessment tool used by employees in organization, which refers specifically to your aspirations regarding Personal development. It allows us to set our own targets and find the best way to achieve these targets. (Brown, 1995; McMullan et al., 2003).

Why we use PDP?

The personal **improvement** plan (PDP) is **a realistic device** which **assist to mirror private** learning, Performance and achievement. It **allows** us to organise our **private, academic** and **profession improvement**. The use of PDP helps us to clarify my personal short terms and long-term goals, understand fully about our strengths and weaknesses and improve our employability. **(McMillan and Weyers, Pearson Ed Ltd., 2006)**

A personal development plan contains all information that relates to a person, his or her goals and how the goals will be achieved (Cuningham, 2010). Devising a personal and

professional development plan based on the needs identified will require me to identify my short term and long-term objectives. I will need to undertake A SWOT analysis to identify my strengths, weaknesses, opportunities and threats. The following is my personal and professional development plan.

Personal

development plan

Date: 22/11/2021

Name: Shiraz Ahmed Khan

Pdp plan:

Learning objective	Current proficiency	Target proficiency	Development activity to use	Criteria for judging success	Time scale
To improve negotiation skills	Currently they are below average	I Need to improve in order to make good negotiations with my organisation suppliers and to make good deals for my company and also to enable me work well with my classmates	I will improve on these skills by going back to school, reading books and seeking for assistance from my supervisors.	Checking if a easily convince peers	3 months
Computer skills	They are currently average	I need to improve my computer skills because they will improve my performance and will improve my analysis.	Going back to university and seeking assistance from my classmates as wells as my fellow employees.	Analysing if I use computers in high proficiency	

To improve decision making skills	Average	To make good decisions. To solve problems that occurs in my organisation.	I will improve by attending school, training and seminars as well as participating in class discussions.		6 months
To improve my problem-solving skills	Average	To handle problems that occurs in my organisation and in my group at work. To be able to handle problems without taking sides.	Attending college and seeking assistance from my supervisor.	Checking if I effectively assist peers to solve challenges that they face	3 months

Development activities	Time period required
- Attending seminars and conferences - Reading more books in the library and online articles that relate to decision making and problem solving. - Asking for assistance from my lectures and classmates.	5 weeks
Attending classes and additional trainings.	3 months
Participating in class presentation or discussion and reading articles related to my profession.	5 weeks
Participating in class work and interacting with my mentor and reading books.	On daily routine

Conclusion:

Employee motivation is a vital mission for managers. Early motivation idea together with that of Taylor suggested that pay motivated workers to improve production and profitability. However, organizations now want personnel to have extra motivation and feature a stake inside the enterprise for which they work, as shown via Mayo. Maslow and Herzberg verified that personnel are encouraged with the aid of many different factors. Priestley Rose offers possibilities for its managers and workforce to take a percentage and a more interest in their own employment. Since every worker is a man or woman, with exclusive desires and aspirations, the technique of performance management and performance appraisals and personal development plans allows reputation in their talents and achievement. In addition to potential improvement. Further to this training and development provided by organisation develop knowledge and skills and career development of employees and create motivation.

I have developed my personal and professional development plan by identifying my goals and objectives and this was after undertaking A SWOT analysis. My aim of developing the plan was to improve my decision making skills, computer skills, negotiation skills and problem-solving skills. I was able to achieve my objectives by following the plan and ensuring that it was implemented as planned. Reflecting on my progress, I can say that I was able to achieve my objectives through the support that I got from my classmates, fellow employees and lectures. This improved my performance and enabled me to achieve my set goals and objectives. I was able to improve my decision-making skills and currently I have the ability to come up with good solutions when faced with challenges. Also, I am now good at handling computer packages as a result of the good IT skills that I gained in the process. I have been able to improve my performance and my skills and knowledge. Based on evaluation from my lectures, employees and classmates I have been able to perform well.

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