



DEVELOPING RELATIONSHIP AND WORKPLACE ACHIEVEMENT

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Group 1

Table of Contents

Introduction.....	2
Critical assessment of potential benefits an organization can get through developing individuals.....	2
Management of the individual’s expectation regarding their personal development	5
Critical evaluation of development vehicles available to an organization appropriate for meeting developmental needs.....	7
Creating planning for meeting the identified development needs and management of the performances	13
Conclusion	14
Reference List.....	16

Introduction

Individual members of an organization are the ground for development and sustainability of the organization. A healthy, engaged workforce within the organization is necessary for the required outcome at the workplace such as effective teamwork, emotional attachment, and positive attitude toward the hierarchy, development of skills and productivity of the organization. Therefore, a good relationship, as well as personal skill development, is necessary to achieve the mentioned outcomes.

Additionally, it can be said that in order to achieve the same, open communication between the members of the organization is necessary. Moreover, guidance and support to the subordinates, identifying the opportunities and investing wisely are also important. Moreover, showing appreciation to the workers and keeping interested in the life of the members outside of work are the necessary components that influence workplace relationship and achievement.

Case scenario

FatBird is an organization based on UK and dealing with the production of food and beverages is recently facing difficulties in gaining prior achieved profit margin, employee turnover increased slightly in recent years and absenteeism has increased. The manager of the organization is wishing to develop an appropriate plan for the employees along with keeping a good relationship among them.

Critical assessment of potential benefits an organization can get through developing individuals

Identification of individual expectations and requirements

Employees are recruited in an organization based on their knowledge of the work and efficiency regarding desired skills and abilities. However, as commented by Wang *et al.* (2018), this is not enough searching for some aforesaid qualities within the employees it is also important for training them in order to become more efficient with the works they are doing. However, the different individual possesses different characteristics, abilities and requirements that influence them to learn in different skills. Therefore, it should be identified in which area a person needs training. Various methods can be applied to find out these needs.

Setting clear expectations:

Within the organization, different expectation attached to different work roles should be set. Therefore, setting these expectations will provide the trainer with criteria that should be met.

According to Navarro *et al.* (2016), regular review on the job description of new and old employees is needed for modifying those according to the needs and expectations.

Monitoring performances:

This method should not be used to reprimand the employees; rather this should be used to support the employees with meeting their expectation. Monitoring and measuring the performances of the employees give a clear view of the contradiction of expectation and performance (Ibnu *et al.* 2018). It should also be monitored if each employee is suitable for their job role.

Asking the employees:

Employees can be asked directly for their feedback and this is possible through allowing them in a non-judgmental and open environment for giving their feedback. In the views of Srinivas *et al.* (2015), they may be asked to rate their job satisfaction and additionally, they may be asked if the existing training program is aligned to their career goals.

Carrying out the organizational, task and work analysis:

This is an appropriate way to identify universal training needs. This process involves an analysis of the goals and strategies of the organization and the tasks being performed in order to achieve those goals. This will also help in proper job division.

Setting up a focus group and personal development plan:

A focus group looks at cross-sectioning the employees under the guidance of a facilitator who is an expert; therefore, individual needs are identified.

Administration of the people on the basis of guidelines and career pathways

A number of employees within the organizations are not static which means they have the potential to grow further. However, every employee is not efficient in identifying their career needs. Therefore, it is important for the managers of the organization to understand individual interests and aspirations. As reported by Khoreva and Vaiman (2015), nowadays companies are using the internal mobility program to support their employees with their path. This helps the employees to develop their capability to work in different roles, inflate their success rate and helps to meet business requirements.

Encouraging career development within the company:

Internal mobility enables the employees to build a career that leads them in a path that suits best to their interests. According to the needs and requirements of the employee, if a new skill is required to be learned that is for entry-level employees, the experienced employees should also be allowed to be involved in that training (Naim *et al.* 2018).

Focusing on career development and not on finding managers:

Every employee of the organization may not be aspiring to become managers; they may be striving for development in their specific role. Therefore, consulted promotion and voluntary demotion can be allowed for the development of the career of the employees.

Learning the wants of the employees:

As commented by Akkermans *et al.* (2015), the manager of the organization should play the role of a coach when felt necessary. They can also facilitate the process of growing by sharing knowledge and helping the employees to develop skills. In the organization, the manager should guide the actions of their subordinates to modify their behaviour which in turn help them build their career.

Aligning internal mobility to business goals:

The skills and abilities that employees want to acquire may not be aligned to the business goals of the organization. Employees should be asked about their requirements and needs for developing their career (Noe *et al.* 2017). However, the actual decision for the sake of the development of the organization should be taken by the authorities of the organization.

Prioritizing continuous learning:

Every day is a new opportunity to learn something new for the employees in the ground of the organization. Therefore, the learning opportunities should not be minimized in either way by the manager; rather he should be facilitating the learning of the employees that helps them build their career.

Career development strategies

According to the organizational guidelines the career pathways are developed of the employees. Strategic career planning is also required for developing the careers of the employees because every employee needs different career development options that influence to choose a specific strategy for development which is considered by FatBird. Strategies should be adopted as overtime employees may face different challenges in their career (Atmojo, 2015). In order to face those challenges and being engaged in appropriate career development goals over time, it is necessary to plan specifically which strategies will be applicable to accomplish their career goals.

Conducting regular assessment:

In order to know where the individuals stand how close or far they are from their goal, regular assessment is needed (Jundt *et al.* 2015). Employees may be suggested on choosing their strategy to develop; however, they should also be allowed to become engaged in self-assessment. It is also required to encourage them when they feel that they are far from achieving their goal.

Setting manageable goals:

As per the views of Ashforth and Schinoff, (2016), it is unnecessary to set a high-level goal that requires too much effort which may become impossible to achieve. This results in decreased motivation and decreased workforce. Therefore, goals should be set according to the present situation of the employee and their capabilities.

Setting milestones:

A goal possesses different aspects, therefore, that should be segmented in different parts and effort should be given to achieve it step by step (Guesalaga, 2016). The manager of the organization should be well aware that the employees are not feeling pressurized in achieving their career goals. Rather they should be motivated over time and after accomplishing every step.

Conducting SWOT analysis:

Every person is not aware of their capabilities and they may find it difficult to set their behaviour goals according to them, therefore, the organization should conduct a SWOT analysis on the employees to show them their strengths, weaknesses, opportunities and threats (Kroll and Moynihan, 2015). This will help the employee to set goal accordingly.

Management of the individual's expectation regarding their personal development**Managing the development of career for people**

In order to develop the career of each employee, it is not enough to encourage them in achieving their goals. It is also necessary to manage those goals that can be achieved by the employees. Because focusing only on the career development of individual employees may not help in developing the sustainability of the organization. There are some management strategies that can be incorporated for developing the career of the employees as well as the organizations (Bundy *et al.* 2017).

Mastering the most underrated competency:

Every person possesses some competency in specific areas, however, despite early dictation of those competencies those are not appreciated by others which harm the development of the career. Therefore, focusing on the development of the individual competency may result in a better outcome.

Creating self-awareness:

Most of the hired employees aren't aware that their job is suitable for them or they need extensive training in order to develop their abilities (Guerra, 2016). If the personnel are not aware of their needs and requirement thousand feedbacks will not count on their

development. Therefore enhancing self-awareness will help to manage or arranging training program for them.

Success and happiness are not the same:

There are a lot of persons who are tremendously successful in their career and not happy about their success (Litman, 2017). Success cannot bring happiness if the work is not aligned with their career goals. Jobs which are not tapping into the abilities of a person may not result in career satisfaction, therefore the management authorities should look into assigning appropriate job role to the appropriate person.

Career values:

Managers of the organization should also focus on the different work values of the employee (Kouziokas, 2016). There may remain some chances that the life values of a person may not be aligned with the work value of that person. The employee may become unhappy; however, work values change over time and it should also be analyzed time-to-time.

Management of performance and the planning of succession

Succession planning refers to the identification of the vacancies that will take place as a result of retirement and attrition. It also includes the strategic planning of when and how the remaining employees can fill those vacancies. Additionally, it also involves the assessment of job requirements and the skills and abilities of the existing employees. According to those assessment results, the planning is done on which training and developments should be incorporated in the training program.

Future leaders can be identified through succession planning:

Succession planning can help in the identification of key skills in an employee and can help in the process of skill development which can be used for the future perceptive. Acquiring those skills will help the employees to move up to the position of the senior employees. Appropriate succession planning provides with the opportunity to replace the senior executives of the organization. The seniors may take an active part in the training process. Succession planning also helps in assessing the weak areas of the employees that may be improved over time.

Savings benefits:

The succession planning also provides with the opportunity to save fund of the organization. If the blank position is left to be filled with new employees, in order to carry out the recruitment and training process for the new employees may cost a lot. Therefore, promoting the employees within the organization will lower the burden of carrying out these activities.

Something beyond training:

Many experts consider succession planning as the training; however, this is only a process of developing skills to move up (Kaiwartya *et al.* 2016). Succession planning also provides with the opportunities to assess the strength and weakness within the organization. The potential vulnerabilities that can impact on performance management may be assessed by this process. For instance- if the company is at risk of the retirement of a salesperson and if there is nobody in the organization are capable to take that position it may indicate a problem.

Providing appropriate feedback to individuals

After a thorough performance assessment, the personal skill assessment should also be conducted for identifying prime qualities within individuals. Assessment of these provides a clear picture of how the training process should be conducted for the sake of developing their skills and abilities in the future. However, it is not enough to judge the abilities of the workers on the basis of assessment (Kouziokas, 2016). Employees should also become aware of their qualities which they possess and the skills they require.

Skills here may be considered as becoming efficient in the role they are currently operating on. It may also provide the basis of the strategic planning about the career development planning of the employees. As they will become aware of where they stand currently hand how near or far they are from accomplishing their career goals, they can plan to invest their resources wisely to develop their career. Additionally, employees are also needed to be trained to become efficient to move up to the position of retired persons. In order to meet the above-stated goals feedback to the employees about their performances will help FatBird to lower the employee turnover and work on their skills.

Critical evaluation of development vehicles available to an organization appropriate for meeting developmental needs

Support structure in the organization

Support structure refers to the structural support within the organization that can help to improve the individuals. The support structure may be different persons in the hierarchy of the organization who are differently responsible for supporting the employees with regard to their developmental needs.

Support from the manager:

Managers may encourage the employees to become their own leader; therefore, the employees are allowed to monitor their own work. This indicates that the employees may work with more autonomy which increases their confidence. However, unnecessary liberty may give a sense of a lack of support. Therefore, FatBird manager has to be conscious of

taking such steps. Managers should be available to the employees often as the communication between them is important for identifying the problem factor. If the problem factor is identified the manager can make an effort to resolve them. Moreover being humble listening to their problems as well as feedback is important to show them support.

Support from senior employees:

Employees at entry-level may face some difficulties with working on their job-role. Therefore, they require support from the employees who are well-versed with the job role. Newcomers can gain knowledge from the senior employees about how the works should be done, what should be the codes of behaviour and more.

Support from HR department:

Along with the support of the managers and senior employees, the workers need support from HR department as well (Naim *et al.* 2018). HR departments provide efforts on assessing the needs of the employees. After the assessment, according to their needs proper training to the individual are given. This provides the employees with the opportunity for personal career development. This results in an increase in the number of efficient workers in the organization which indicates enhanced productivity and an increase in profit margin.

Techniques for formal appraisal and supervision

There are various techniques used for formal appraisal and supervision. The techniques help in evaluating the strengths and weakness of the employee along with assessing them for appraisal. The different techniques that are used for supervision and for formal appraisal have been discussed.

Assessment Centre Method

Assessment centre method is a technique that helps in to test an employee's social ability along with evaluating the employees for the formal appraisal. According to the words of Herdet *al.* (2016), this method helps to assess the ability of managers dealing with peers, supervisors and subordinates. This method aids the employer to evaluate the capacity of individuals in different social situations. It gives the company an insight into the characteristics of the employees like communication ability, tolerance and degree of acceptance.



Figure 1: Assessment Centre Method

(Source: Herdet *al.*, 2016)

Human Asset Accounting Method

Human asset accounting method can be referred to the process of calculation of revenue generated by each individual or generation of leads. This particular technique helps in the evaluation of an employer based on the organisational performance. In the views of Ahmadiet *al.* (2016), the process is considered to be fair as the company evaluates employees based on the profitability of the company along with assessing the capability of the employee. This method is used by most organisations as it is efficient and is less time-consuming. Therefore, the profit generated by an individual is considered to be an important factor while determining the appraisal of the employee.



Figure 2: Human Asset Accounting Method

(Source: Ahmadiet *al.*, 2016)

360 Degree Feedback

The 360-degree feedback method gathers information about the employees from each individual interacting with him. The individual can vary from his subordinates to his supervisors along with the customers. As opined by Markhamet *al.* (2015), the 360-degree feedback method provides an insight into the employee's characteristics which in turn would help the employer to decide about the appraisal. This method although time-consuming is precise and cost-effective. This method is free from any external influences as the reviews of many individuals decide the employee's appraisal.



Figure 3: 360 Degree Feedback

(Source: Ahmadiet *al.*, 2016)

Management by Objective

The management by objective technique involves creating a goal or objective for the employees that need to be achieved within the stipulated time. According to the words of Reddy (2017), the management by objective technique is less time consuming and cost effective which analyse the efficiency of the employees. This method allows the employees to be self-aware while accomplishing the goal as he is aware of the odds he is facing. This helps the employer to evaluate the employee on his efficiency which in turn would be beneficial for the overall growth of the company. The company, FatBird, after analysing all the necessary methods uses human asset accounting method for formal appraisal along with supervising the employees of the company. This would boost the morale of the employee and

would reduce the absenteeism of the employees along with an increase in the efficiency of the company.

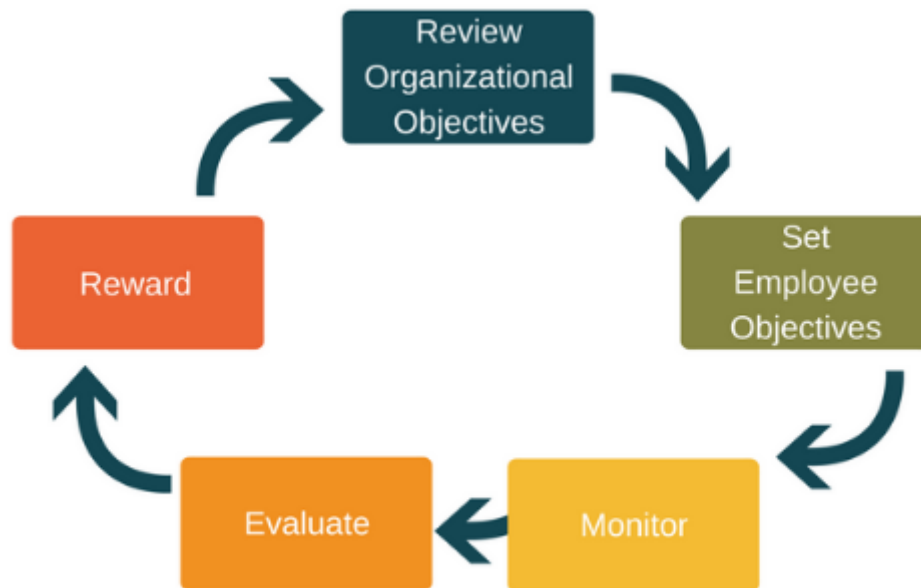


Figure 4: Management by Objective

(Source: Reddy, 2017)

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory that helps in explaining the basic needs and urges which an individual feels to acquire with the requirement of basic needs such as love, safety and food. It is basically portrayed as in a structure of pyramid which consists of the basic fundamental needs.

Physiological needs

According to the words of Lee and Hanna (2015), the needs such as security, social, esteem and physiological are a deficiency need that are similar to instinct and which arises due to deprivation. These needs are considered to be lower level needs that need to be quenched in order to avert consequences. Physiological needs refer to water, food, breathing and homeostasis as the basic physiological needs. Additionally, shelter and clothing are also considered to be physiological needs.

Safety needs

According to the theory of Maslow's hierarchy of needs need for safety and security comes in the second level. Based on the information gathered from the study of Jundt *et al.* (2015), it can be stated that individuals tend to prioritise the aspect of safety and security as it leads to have an impact on the standard of life. These are the needs that come from the fear of

accidents and financial insecurity. The psychological needs along with safety needs form the basic needs of life.

Love and Belonging

The third level of Maslow's hierarchy of needs tend to include the social demands of an individual which are basically consists of love and acceptance. As per the views put forward by Ashforth and Schinoff (2016), it has been evident that an individual can get affected emotionally through human behaviours and relationship. This level explains the need for an emotional relationship which affects human behaviours. The things that satisfy these needs are friendship, family, community, religious organisation, romantic attachments and social group. These needs justify emotional relationship to be necessary to avoid problems such as depression, anxiety and loneliness.

Esteem

In the next step of Maslow's hierarchy of needs comes esteem which is basically the requirement for appreciation and gaining respect from others. After satisfying the below levels of needs the esteem needs plays a vital role in motivating an individual. Additionally, the esteem needs require self-esteem along with personal worth for self-motivation. The sense of being of value to others boosts one's self-esteem which in turn makes the person more confident. The social and esteem level makes up the psychological needs of hierarchy.

Self-actualization

The last and final step in for Maslow's hierarchy of needs is self-actualization. This level allows the individual to use his talents to his fullest extent. This theory helps to analyse the need of the individual in the workplace. The company, FatBird, uses this theory to understand the basic needs of the employee along with identifying the motivation of the employees.



Figure 5: Maslow's Hierarchy of Needs

(Source: Reddy, 2017)

Learning styles and the developmental opportunities available in the organisation

The learning style in a workplace varies from person to person along with the motivation behind learning. There are many learning styles but the VARK style of learning is the most commonly used model. According to the words of Moayyeri (2015), the VARK models refer to the method of learning using visual, auditory, reading/writing and kinesthetic. The visual learner implements ideas and words as images to learn new things. This style uses spatial awareness, colour contrast and photographic memory. The auditory learner uses sound, rhythm and music to memorise the sequence of things. The aural learners instead of reading the information listen to it along with memorising the data. The writing or reading style learners focus on either writing or reading the information to memorise it or sometimes do both. The kinaesthetic learner learns by participating or involving himself in tasks. These learners learn through experience rather than learning the information in usual ways.

Creating planning for meeting the identified development needs and management of the performances

The planning can be created using Gibb's reflective cycle to identify the development needs along with managing the performance. According to the views of Cohen (2017), Gibb's reflective cycle helps to systematically analyse the phases of activities to identify the specific needs of development. Gibb's reflective model is precise allowing clear description,

evaluation and analysis of experience from different activities. This model can give an insight into each individual helping to identify the development needs in the workplace.

Methods of fair and objective assessment

The company, Fatbird, uses a human asset accounting method to analyse the performance of each individual so as to provide appraisal in a fair manner. This method is considered fair as the company evaluates the profit generated by an individual to be an important factor while determining the appraisal of the employee. The company can use 360-degree feedback method to evaluate the information gathered from each individual interacting with him. This method is free from any external influences as the reviews of many individuals decide the employee's appraisal.

Methods of monitoring individual feedback

Monitoring individual feedback allows the company to have an insight into employees thought process which would help the company to develop strategies to fulfil the needs of the employees. The feedback of each employee can be gathered using an online portal or through feedback forms. In the views of Porter and Kramer (2019), the company should monitor each individual to assess their ability for formal appraisal along with supervising them.

Reporting the performance appraisal keeping in mind the importance of confidentiality

The method of appraisal should be kept confidential so as to prevent any external influence on the result of the appraisal. This helps in providing an equal opportunity to each individual for formal appraisal based on the result of their evaluation. According to the words of Papadopoulos (2015), the human asset accounting method is considered to be a fair process as it evaluates employees based on the profitability of the company.

Conclusion

A good relationship is built based on some key factors which include letting the employees build personal attachment with other team members. Members can also be involved in the decision making for the organization. However, customer relations are also important to build long-term sustainability of the organization; therefore, direct feedback about the products suggestions for further development can be invited from them. FatBird is an organization based on the UK and dealing with the production of food and beverages. Internal mobility enables the employees to build a career that leads them in a path that suits best to their interests. From the above assessment of the study it has been found that there are a number of

techniques which can be used in for the purpose of formal appraisal and supervision. Few of them are assessment centre method and human asset accounting. It has also been identified that the organisation FatBird has been using the human asset accounting method in order to conduct appraisals through the help of supervising the employees of the organisation. Here the theory of Maslow's hierarchy of needs has been used to explain the different needs for urge and the desire to get something with the basic requirements of need like food and safety. The theory has been used the various basic demands of an individual while working in an organisation. The company, FatBird, uses this theory to understand the basic needs of the employee along with identifying the motivation of the employees.

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