

Employee Development Report

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BA LEADERSHIP & MANAGEMENT
BMSW 5102
DEVELOPING RELATIONSHIPS AND WORKPLACE ACHIEVEMENT

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INTRODUCTION

Human Resource Management (HRM) are concerned with valuing and developing people at work. They look at what influential reports and statistics are available that can help in benefitting their organisation and incorporating those techniques for the advancement of its employees and company. Relationship theorists have suggested that work relationships aid in the flourishing of organisations through enrichment, vitality and learning (Colbert, Bono and Purvanova, 2016).

A case study has been developed which investigates the working life of a male in his late 20's named Norman. He has been working at AA Car insurance services for 7 years as a call centre agent. His work started before the covid 19 pandemic where he was working from a call centre office base but is now working from home. There have been changes in Norman's life whilst working for AA, such as getting married in 2021 and having a new baby since 2023.

This report aims to investigate 1. potential benefits to the organisation and the individual to develop them in their roles, 2. This report will critically evaluate Training and Engagement as development vehicles for AA. A discussion will be included on how consistent with theory these findings are. The 3rd aim of this report is to generate an appropriate Personal Development Plan to meet the identified development needs of the individual.

About the Organisation

AA Insurance services is a well-known brand nationwide and offers a variety of financial products, its trust-pilot review scores are at 4.4 stars (Trustpilot, 2023). Its organisation structure is hierarchal and the departments dealing with different services are grouped into teams. Norman works as a call centre agent for the team that is dealing with breakdowns and

roadside assistance. A lot of Normans work involves calling internal agents/teams and problem solving for customers. During covid-19, AA moved employees to work from home and Norman has since continued due to personal preference. Whilst observing Norman in his work routine it is clear he has knowledge of the systems and policies regarding to queries, but he is lacking enthusiasm as there are many staff without sufficient training and there is a high turnover rate within his department. Norman is happy working from home but has shown lack of interest to communicate within his team and there has not been much progression options available for members to advance into a higher position. According to Indeed, who are a jobs database, workers of AA have rated the job security and advancement at 3 star which seems to be similar across other competitors (Indeed, 2023) (See Appendix 1).

1. The Potential Benefits to the Organisation and Employees of Developing Individuals

There are many advantages of developing skills of employees for all organisations. Investing in optimising employee potential and improving their capabilities not only does it give the organisation a competitive advantage, it also positively impacts the turnover rate (McKinsey, 2006). A study into how performance management impacts the turnover rate was undertaken at a Singapore based security firm. Its results confirmed that appropriate training and human resource management can aide in positively impacting behaviours of employees and the decision to stay at work (Long and Perumal, 2014). Employees having the core sets of knowledge and expertise enables organisations to provide better value to their customers and enabling staff to work with confidence. The benefit for the employee would be improved staff

morale and motivation, positively impacting enthusiasm. Having more team engagement increases communication effectiveness which would result in better teamwork efficiency and increase chances for feedback and progression options.

The Social-exchange Theory perspective looks at the interpersonal psychological workplace relationships of individuals and organisations. This theory is based on the idea that social behaviour is the result of an exchange process. Within the unpredictable workplace challenges of today, employees are motivated to form positive relationships (Chernyak-Hai and Rabenu, 2018) and can be applied to organisational support and loyalty. The reward that is given in exchange should be of expected or higher for the employee to demonstrate satisfaction. A general belief can be formed in employees regarding the extent to which the organisation values their contributions, a higher perception would lead to higher chance of commitment to their work and loyalty to their organisation.

2. Development Vehicles

Norman's manager arranges weekly team meetings encouraging staff to participate which are online via Microsoft teams, however 1-hour meetings weekly does not give much chance for teams to get to know each other well and can distort engagement further lacking trust and decreased sharing of ideas. AA can look to review their motivational factors and see whether they are providing sustainable and desirable motivation for their employees. Ultimately a good training and development program for their employees will be looked at and an improved employee engagement program as development vehicles, a personal development plan is included.

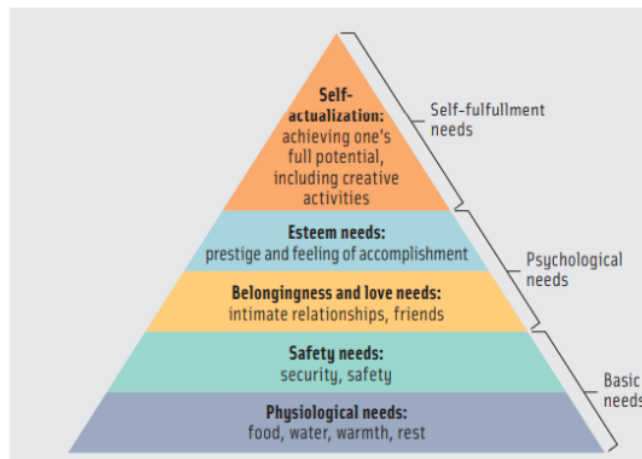
2.1 Motivation

Motivation of employees is the number one drive as everyone has their own personal interest to work. The primary factor of motivation is pay, as this is a basic need to live. According to Maslow's Theory, our physiological needs are many and are a need that must be attained

before accessing the needs on the higher levels (see image 1). The theory not only looks at physiological needs for motivation but also with human growth and development (McLeod, 2007). According to the Herzberg's Two Factor Theory (1964), such motivational factors are not sufficient. Herzberg suggested that the motivators are factors which enriches one's job but require the hygiene factors, and the hygiene factors alone would not cause satisfaction nor dissatisfaction (see image 2). Training opportunities would equip Norman with the knowledge set and core skills to perform his job to the quality expectation of the organisation and its customers and build better relationships between co-workers which would impact collaboration positively and encourage motivation.

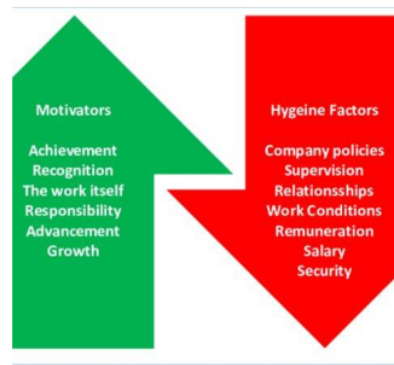
Organisations providing motivational factors to employees benefits them and allows to give the employee a sense of belonging and accomplishment and could allow for a more efficient workforce leading to a profitable organisation. Building trust and commitment can enhance the efficiency through reward and engagement management (Baker and Bulkley, 2014).

Image 1. Figure shows Maslow's Pyramid of Needs in Reference to Motivation



Source: Poston (2009)

Image 2. Herzberg's Two Factor Theory



Source: MacPherson (2021)

2.2 Employee Engagement

Engagement can be defined as the employee involvement, satisfaction and enthusiasm of the work (Sorenson, (2013). Another definition includes it as capabilities and willingness for the business to succeed. The aspect of engagement includes intellectual engagement, affective engagement and social engagement (Alfes et al, 2010), in which employee behaviour would lead to 'engaged employee'. Intellectual engagement is about how the employee will think about doing the job better, affective engagement is how positive the individual feels about doing it better. Social engagement is in reference to how employees are discussing work-related improvements with other colleagues and are they actively taking the opportunities to do so. In the study by Schneider et al, (2009), they found that employees need to be engaged in their work activities if the organisation want to increase customer satisfaction and benefit in the success of their organisation. In their findings they suggested that promoting information sharing and providing learning opportunities fosters a balanced life for the employee and creates a base for personal initiative. Macey et al (2009) suggested that the drivers of engagement are:

- Job Autonomy
- Support and Coaching
- Feedback
- Opportunities to learn and develop
- Task variety
- Responsibility

Employees are motivated to be engaged in their work when they have an opportunity to work using their knowledge and skills effectively, when the culture of work fits their values, and the organisation provides them the freedom to exercise choice.

AA can incorporate small changes in the way they organise weekly team meetings, by offering a chance for open feedback providing a chance for discussion which would allow for members to offer their suggestions. Managers need to provide support and coaching for new members and can also incorporate in-house training so that new members can learn skills together and form bonds with one another. Having more work from office days with the broader teams by encouraging permanent work from home employees like Norman to come into the office where they can leave their daily home-life behind and be in the environment of the organisation for better fulfilling engagement and take in the opportunity for face-to-face engagement. According to Robinson et al (2004) an engaged employee is willing to go the extra mile, has belief in the company, identifies with the objectives of the business and is willing to help their colleagues. This would benefit Norman as he may not feel so burdened with helping newer members and offering his support with the knowledge he has of policies and procedures. Fully engaging with employees allows for management to get quality feedback from their staff and initiate chances for progression within the company.

2.3 Training

Training is the short-term development of employees and is targeted to provide employees with skills and knowledge in specific areas, usually related to the job. It enables organisations to change the attitude of individuals to fit in with organisational vision, values and culture which promotes innovation and overall organisation performance (Chadigani and Jari, 2016). This exchange is in line with the perception of the social-exchange theory.

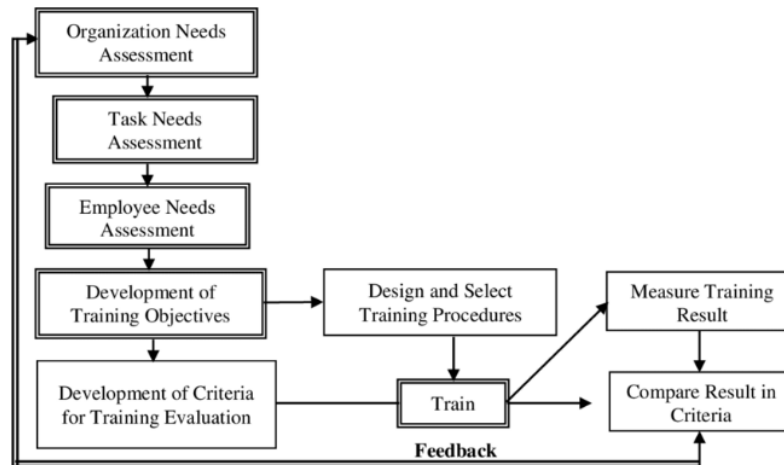
Training improves the communication and relationship between staff enabling better teamwork. In a study highlighting the importance of Training they found that the lack of training and enrichment programs are closely related to high turnover rates especially in new members (Lam et al, 2002). This study supports the social-exchange theory, as employees expect to be given the knowledge and skill to perform their job effectively and if opportunities are not sufficient, they are unable to perform well or reluctant to persist. This behaviour can be identified with Norman, and it would be essential for AA to implement a training plan to retain a highly knowledgeable employee. To uncover whether there is a need for training also known as the Internal Needs Analysis, organisations can apply the 'GAP' concept. This is the difference between the skill an employee possesses and what is expected by the employer to complete the job. What is in-between is what is lacking and needs to be filled. The

competence of the employee can be evaluated using the ASK model, commonly used by businesses to assess the 1. Attitude 2. Skill 3. Knowledge, which the organisation can now develop within individual staff. To implement a good plan, Goldstein and Ford (2002) came up with the model of training process (see image 3).

The design of training programs must include clear goals and objectives, employers need to identify what knowledge, skills and abilities employees would acquire from training and whether these skills will benefit the individual and the organisation (Elnaga and Imran, 2013). Before we start to train and develop individuals there are some key concepts in preparing the plan, these are to identify what they must know to perform their job, what they should know to improve performance and what would be nice for them to know but not necessary.

In the case of AA, it is important to re-design their training methods due to working differently from home, the new policies and systems that are being used due to technological advancement. With high turnover rates it is important that there is a development plan for new staff including training which allows to provide information for new staff and serves to refresh the memory of existing employees. Assessing the training needs can be established externally (company, guests, society) and/or internally (staff opinions/survey) which enables for a better outcome from the training.

Image 3. Goldstein and Ford Model of training (2002)



Source: HRM Practice (2023)

AA can monitor staff performance via surveys or questionnaires from customers to get a better understanding of where employees weaknesses lie and target training around those areas. There are 5 principles of learning when conducting training programs, these include:

1. Participation – trainees learn by doing or getting involved.
2. Repetition – repeating ideas encourages trainees to learn.
3. Relevance – keeping materials relevant to what is meaningful for trainee.
4. Transference – teaching them examples to real world situations.
5. Feedback – get feedback and adjust training methods to audience.

Herzberg proposed training as a hygiene factor in his 'Two Factor Theory' (Herzberg, 2008). Much literature has found training to contribute to employee commitment and satisfaction (Maurer and Lippstreu 2008) however the effectiveness of training can be compromised by inadequate transfer of learning from the environment in which training takes place to the work environment (Berman et al, 2021).

3. Personal Development Plan

Creating a personalised development for Norman can greatly contribute to his growth, job satisfaction and overall productivity. A general personal development plan has been created for Norman (See Image 4). Personal development plans can foster a culture of continuous learning and growth within organisations benefiting both employees and the company.

Image 4. Personal Development Plan for the Employee

6 Month Engagement & Training Personal Development Plan

Employee Name: Norman Anon
Current Role: Call Handler
Date Created: July 23 2023



Learning and Developmental Need	Action to take	Timeline	Who/where/when for tracking progress and review	Resources and Support	Tick completion by supervisor and sign
Team engagement And communication	Team review contribution and discussions involvement.	Fortnightly Ongoing for 6 months 10/12/23	Team supervisor Onsite Fortnightly ongoing Track attendance.	Meeting room space onsite. All team members. Pens and flipcharts for drawing out opinions.	
	Team building exercises. Learn about different methods of collaboration and communication whilst working from home.	10/11/23	Team manager Training session held by external business. Off site, different location	Organisation to hire location.	
	Podcasts	Every week	Team supervisor to communicate updates about workplace and employee stories and other important information. 15 minutes.	Online recording via teams.	

Image 4 continued. Personal Development Plan

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	Feedback	End of the month	Individual employee to fill out feedback forms to managers via online forms. Manager to review each form and give feedback where required.	Organisation to create form in survey style to get feedback on quality of management and individual needs/requirements.	
Learning new skills	Online courses targeted to upskill employee.	Complete a course by 10/12/23.	Employee to access a course online. Supervisor to check employee has enrolled on. Employee given 30minutes each week to spend time on study till finish.	Organisation to register with online learning provider and give access to employees. Employee to use own devices to access course.	
Communication	Training on communication.	10/09/23	All team 1 hr meeting online. Manager to offer time away.	The employee will learn the importance of communication via videos and a speaker will discuss the many ways AA uses collaboration to communicate between groups.	
Progression	One-to-one coaching sessions	21/12/23	Supervisor to give employee different responsibilities and tasks to complete. Manager to review the expectation.	Online support required from supervisor. Email task requirements to employee from supervisor. Manager to sit down and review how the employee is progressing and what additional help they require.	

CONCLUSION

It has been established that motivation in employees is not only monetary needs but can be in the form of educating and upskilling employees which can help in retaining staff and create a high performing culture within organisations. This report has contributed to the

understanding of how developing employees in any organisation can benefit the individual and the organisation. Motivated employees can facilitate improvement of the workforce and overall organisational success which is in acceptance from the Social Exchange Theory. If Human Resources can provide efficient training of skills and knowledge to employees, in exchange employees can be more committed to their job and change their attitude and behaviour towards their daily work.

Providing more chances for engagement would allow for Norman to build his working relationship and social connections with his colleagues this can impact positively on his behaviour and work enthusiasm and help lead him towards progression. Identifying how AA can improve their staff training and engagement methods has enabled this report to generate a Personal Development Plan for its employee. The successful application of this will enable the human resources to ensure they can incorporate these methods for other individuals and can benefit Norman towards progression in his career. By incorporating the 5 principles of learning in training will allow for Norman to become more sociable with colleagues and encourage better engagement through participation. Encouraging getting feedback from employees allows for managers to identify what changes need to be made to make the workplace effective for their teams and learn the needs of individuals to create positive workplace relationships, and employee achievements.

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APPENDIX

1. Indeed: Job Review for AA

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