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Module code: BMSW 5102

Assignment section: Component 2

Developing relationship and workplace achievement

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Contents

Introduction	3
The potential benefits to the organization of developing individuals in the workplace	3
Increase Employee Engagement	3
Improve Employee Performance	4
Handle Unexpected Situations	4
Employee Retention	5
Attract Great Talent	5
Improves Job Satisfaction	6
Development vehicles available to an organisation	6
Training	6
Coaching	7
Mentoring	8
On-job training development programs	8
360-degree performance review	9
Personal Development Plan: PDP	10
Conclusion	11
References	12

Introduction

The concept of an organization developing its employees professionally is one that has been embraced by management experts. The modern organization invests financial resources into the development of its employees because of the numerous advantages that such programs offer the organization (Dachner et al., 2021). The importance of developing employees to organizations can be seen in the fact that all top organizations in different industries have programs designed to train and improve the capacities of their workforce. This essay begins by presenting a critical assessment of the benefits of developing individuals at University of Wales Trinity Saint David (UWTSD). Subsequently, it discusses the different vehicles available to UWTSD for developing its employees. The essay ends with an example of a personal development plan of an employee at UWTSD.

The potential benefits to the organization of developing individuals in the workplace

Increase Employee Engagement

One advantage of developing employees in an organization is that it helps increase employee engagement (Jehanzeb and Bashir, 2019). Employee engagement is the degree to which an employee is invested in the proceedings of an organization both in relation to their tasks and the tasks of their colleagues (Sun and Bunchapattanasakda, 2019). A high employee engagement translates to a high degree of enthusiasm that an employee feels toward their organization. A high degree of employee engagement is beneficial to the organization as it makes employee eager to do right by the organization by ensuring that they carry out their tasks diligently. Employee development benefits the organization by increasing the degree of employee engagement. When an employee is trained and developed to a level where they become efficient at their tasks, they enjoy doing the task. This increases the level of engagement when carrying out their tasks and, by extension, they become engaged at the organization level (Jehanzeb and Bashir, 2019). In the end, the organisation benefits as it gets to have workers who are

invested in their tasks and care about the progress of the organization. At UWTSD, developing employees will, therefore, benefit the university by ensuring that all its individual employees are highly engaged, are enthusiastic to carry out their tasks, and care about the success of the organization.

Improve Employee Performance

According to Armstrong. (2020, p. 417) “training is the use of systematic and planned instruction activities to promote learning”. Employee performance is often directly determined by the level of training and development they have gone through. Highly developed employees perform at high levels while poorly developed employees perform at low levels (Mozael, 2015). Developing employees increases their level of proficiency at the workplace as it enables them to identify and focus on details in their tasks that make the difference between high and average performances. An organization that develops its employees benefits from their improved performance levels (Jehanzeb and Bashir, 2019). Improved employee performance means that all the tasks in the organization will be done with a high degree of efficiency. The collective efficiency from the individual employees will translate to overall efficiency in the organization. As a result, the organization will be able to achieve its objectives on time and efficiently where it experiences minimal losses in resources such as finances and time. Similarly, UWTSD will benefit from developing their employees by improving their performances. As a university, UWTSD is a performance-based institution. Therefore, developing its employees will be of great benefit as it will equip them with the skills required to contribute to the university’s performance.

Handle Unexpected Situations

Developing employees in an organization benefits organizations as it enables employees to be able to handle unexpected situations in their tasks. Employees perform their duties within an environment that can unexpectedly cause changes. A change in the external and internal business environment often causes unexpected changes that employees should be able to deal with if the organization is to be able to survive the changes. Development of employees makes them able to be flexible enough to change

and adapt to new situations within a short time (Shah et al., 2011). Moreover, developing employees increases their ability to solve problems by increasing their capacity for critical thinking. This makes them equipped to think and solve the problems that come with unexpected changes. The organization benefits from such capacities in their employees as they are able to ensure that the organization does not suffer when an unexpected situation comes up either in the internal and external environment. UWTSD will also benefit the same way if it invests in developing its individual employees. Whenever it faces unexpected situations, its employees will be able to handle the situation by solving the resultant problems.

Employee Retention

Developing individual employees benefits an organization as it increases the rate of employee retention. An employee that has been developed by an organization to a high level of competency experiences a great level of attachment to the organization. The attachment originates from the fact that they understand that the organization cares about their development both as a person and as a professional. This makes them stay at the organization longer than they would if the organization did not invest in their development (Shelton, 2018). As a result, the organization benefits from their stay by retaining the individual as an employee for extended periods of time. The high retention rates benefit the organization as it benefits from the talent and the competency of the developed employees for a long time. The high retention rate also benefits the organization by saving it the money it would use to recruit new employees. In turn, this enables the organization to be efficient with financial resources as it does not frequently spend such resources looking for new employees and recruiting them. At UWTSD, the development of individual employees will benefit the university by enabling it to retain its employees who provide value to the organization.

Attract Great Talent

Developing individual employees at an organization benefits the organization by making it attractive to great talent. All organizations need talented individuals who provide high value by performing their tasks in ways that few employees can manage to perform.

However, attracting such talented talents is difficult for organizations as they are few and command high fees in terms of salaries. An organization can position itself as attractive to great talent by demonstrating that it engages in quality employee development (Keller and Meaney, 2017). Talented employees are concerned with having the time and support they need to increase their value. Therefore, they are attracted to organizations that spend resources to develop their individual employees. Attracting top talent is beneficial to an organization as it makes it gives it competitive advantage by having a competent workforce. UWTSD will also benefit by developing its individual workers by attracting great talent across all its departments. This will make the university competent as it will have a workforce that is superior to its competitors.

Improves Job Satisfaction

Developing individual employees at an organization benefits the organization by making its workforce satisfied. Job satisfaction is important to organization as it enables employees achieve high performance levels. An employee with a high job satisfaction level will benefit his or her organization as he will be able to help it achieve its objectives more efficiently (Shelton, 2018). Developing individual employees increases job satisfaction as it makes employees have an easier time doing their jobs as they become better at it. Moreover, developing individual employees increases job satisfaction as it makes employees feel valued by their employer. UWTSD will, therefore, benefit from developing its individual employees by increasing their job satisfaction which will enable them to perform the tasks they perform on behalf of the organization with greater efficiency.

Development vehicles available to an organisation

Training

Training is one of the most important vehicles that an organization can use to develop its employees. The process of training is aimed at improving employees' skills through a combination of formal and informal processes. There are different ways in which a training process can be carried out in an organization. For example, formal training can be carried out through lectures and presentations where employees receive lessons in a

formal setting by experts in their fields (Brown and Sitzmann, 2011). As a vehicle of developing employees, training has been widely used by organizations because of the advantages it creates for the organization, and UWTSD should adopt it for the same reason. One advantage of training is that it gives an organization the opportunity to structure the lessons that the management want to be included in the training process. As a result, an organization is able to plan the outcome and predict the skills that the employees with acquire in the end of the training process. Another important advantage of training is that it can be targeted to a particular group that need to be developed. As such, an organization can use the vehicle to develop employees from a particular department. On the other hand, the vehicle has the disadvantage of costing financial resources that an organization has to spend to enable the process.

Coaching

Coaching is a process where an organization tasks a senior and more experienced individual from within the organization or outside to impart knowledge to its employees. Coaching is often time bound and planned in that the organization can explain how long it will take and the lessons to be taught during the coaching process. The main idea behind the vehicle is to develop the capacity of the employees being coached within a specified area in their skill set (Minter and Thomas, 2017). During a coaching process, the expert playing the role of the coach analyzes the performance of the employees that he or she is coaching to determine the effects of the skills they are learning. UWTSD can benefit massively by using coaching as a vehicle to develop its employees. As a vehicle of development, coaching has the advantage of sharpening the skills of employees in a particular task thus moving them toward expertise. Moreover, coaching affords an organization the opportunity to assess the performance of the coached employees, which informs in on the progress of its employees. However, in cases where the coach is chosen from within an organization, coaching can be disadvantageous to the organization by limiting the productivity of its experts because they can spend more time coaching than working.

Mentoring

Mentoring is a capacity building process where a senior employee takes an individual or a group of junior employees and forms a working relationship with them designed to help them increase their capacity. According to Baykal. (2019, p. 43), “the coaching sessions should be enriched with mentoring. With coaching they become aware of their career goals and performance level.”

In mentoring, there exists a human relationship between the mentor and the mentee where the mentor seeks to holistically develop the mentee (Minter and Thomas, 2017). In a mentorship relationship, a mentor can develop the character of the mentee even when the flaws he or she seeks to correct are not directly related to tasks they are assigned to do in the organization (Minter and Thomas, 2017). UWTSD can use the vehicle to develop the individuals in the organization by encouraging mentorship relationships between senior and junior employees. The main advantage that mentorship offers organizations is that it provides room for the holistic development of individuals, which produces employees that are educated in more areas than their areas of expertise. However, mentorship is mainly undefined and not timebound, which denies the organization the opportunity to measure the extent to which an individual has developed.

On-job training development programs

On-job training involves developing the skill level of an individual by assigning them real world assignments within the organization. The development vehicle involves learning by doing where employees are given the opportunity to carry out tasks that are slightly above their skill level with the aim of improving their skills. On-job training enables self-development where an employee learns different methods of carrying out a specific task while doing it (Timsal et al., 2016). It is important to note that the vehicle is often used to develop employees with the basic knowledge of the tasks they use to do on-job training and not those who have never tackled any similar tasks before. At UWTSD, on-job training can be used to develop individuals by allowing them to tackle tasks that are slightly above their skill levels and let them learn and improve their skills by doing the

tasks. The vehicle is popular among organizations as it offers enables the development of employees without having to spend time or financial resources training them. However, the vehicle has the main disadvantage of increasing the probability of mistakes from employees. When using it to develop its employees, UWTSD should take care to ensure that mistakes are minimized.

360-degree performance review

A 360-degree performance review is done by initiating feedback to the performance of an employee from all individuals in the organisation including peers, superiors, subordinates, and even individuals from outside the organization that interact with the employee in question (Vinson, 1996). Having received the feedback, the employee uses it to improve themselves by working on the weaknesses pointed out by the different reviewers. The vehicle is effective in the development of employees in an organization as it offers holistic performance reviews that are free from bias as the feedback comes from all sections within the organization. The vehicle can be used at UWTSD to develop individuals by electing representatives from each department in the organization to review the performances of the targeted individuals. As a development vehicle, 360-degree performance reviews have the advantage of providing objective reviews to employees hence encouraging improvement when the employees work on their weaknesses. Feedback from individuals of different ranks in an organization, both above and junior to the subject of review, provide diverse feedback that enables a holistic improvement. On the other hand, 360-degree performance reviews have the disadvantage of requiring time investments from the organization as it takes time to gather information from all the individuals providing feedback (Vinson, 1996).

Personal Development Plan: PDP

The following is a personal development plan for an individual at UWTSD. More specifically, the individual is a librarian and, therefore, the goals are designed to improve the capacity of a librarian at UWTSD.

Goal	Action	Resources	Success indicators	Time
Improve written and oral communication skills	Read articles on effective communication. Practice effective oral communication.	The internet to research for materials on effective communication. I will need time as a resource.	The ability to communicate formally through written and oral means.	Three months.
Improve computer skills	Take computer classes for advanced computer skills. Learn how to use the computer to produce different library materials.	Access to computers. Money to pay for courses where I learn advanced computer classes.	Gain the ability to use the computer at work effectively to carry out sophisticated tasks.	Three months.
Learn a foreign language: Spanish	Look for online materials for learning Spanish. Take online classes for the skill.	The internet. Materials on the Spanish language	Be able to speak and write Spanish fluently.	One year.

Conclusion

UWTSD can benefit massively from developing individuals at its workplace. As the report shows, developing individuals has multiple benefits to the organization including employee retention, improving employee performance, and attracting great talent among others. Moreover, the organization has multiple vehicles of development it can use to develop its employees. The vehicles have their advantages and disadvantages and, therefore, the organization is advised to apply the ones that suit its circumstances and the employees it aims at developing.

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