

University of wales Trinity saint David
Developing relationships
And
Workplace achievement
Bmsk5002



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Task 1

Introduction

This essay will critically evaluate development vehicles that are available in organisation for development of individual's needs.

There are several ways an organisation can develop individual's needs, those include: motivation, engagement, performance management, training and appraisal. My essay will concentrate on three development vehicles: motivation, engagement and training and different concepts of motivational theories.

“critical evaluation may refer to a written essay or simply a specific mode of thinking. The main feature in either case is critical analysis, which relies on questioning beliefs or assertions. In other words, a critical evaluation tests the validity of a claim.”(wisegeek, 2019)

As Fallon (2014) stated, "critical thinking helps employees gather all of the information required to analyse a situation to a problem and get feedback from all the people involved in the situation. All of these steps contribute to better business solutions overall”.

What is Motivation?

Definitions of motivation

Motivations are be defined as internal and external elements. That simulate desire and drives an individual, to continuously be fascinated and dedicated in the job, role or subject or try to gain their potential goal. (Business Dictionary 2019).

Employee motivation is highly essential in the workplace because motivated employee will increase productivity level of any organisation's success. According to the online journal article:” motivation is the willingness to exert high levels of effort, toward organisational goals, conditioned by the efforts ability to satisfy some individual need. Three elements in the definitions are further provided as effort, organization goal and need”. (Yusoff et al ,2013 pp18-22).

A motivated employee has more capabilities to perform better at job tasks. In addition, motivation can increase employee's knowledge, skills and job satisfaction. Motivated staff can make an impact on stakeholders. The employer can motivate staffs through; training and development and providing timely reward, recognition and incentives. An individual can be motivated through feeling sense of achievement for personal and organisation goals. (scott,2019).

Apple is a successful example of motivation, Apples motivation that creates an excellent workforce resulting in a brand image. Through Steve Jobs ' leadership, employees felt inspired to work harder to achieve their goal. (Essays, uk,2018). In addition, there are relevant motivational theories that an Organisations can implement to motivate, engage and retain potential employees. Which includes in the following;

Motivational theorists

Abraham Maslow American phycologist introduced motivational hierarchy of needs theory in 1943. Maslow theory is one of popular theories of motivation. His theory on motivation suggested that individuals are motivated to fulfil basic needs before moving on to other, more advanced needs. For that Marslows developed a 5-level pyramid, hierarchy of needs, each level indicates the motivational factors. The lower level of needs are psychological needs basic needs, security and safety and social needs. The upper level of needs is esteem need and self-actualization.

Fredrick Herzberg's two factor theory

Fredrick Herzberg's was American psychologist. In 1959 Herzberg developed his two- factor theory based on his research of individuals inspiration and employment fulfilment. The theory consisted of motivation factor and hygiene factors . The motivation factor; achievement, recognition, job, responsibility, advancement and growth.

Hygiene factors are dissatisfaction; company policies, relationship, work conditions, supervision, salary and security. (Armstrong 2012, p185).

The comparison is both content theories. Herzberg theory was written based on Maslow's theory. Furthermore, motivator factor and hygiene in Herzberg's principle are a series of higher and lower order needs of Maslow's theory. Lower orders are basic needs and higher needs are self-actualization.

In contrast Maslow's theory is based on human needs and satisfactions, whereas Herzberg's theory relies on reward and recognition for the work place.

Theories relevant to organisations

The motivational theories are still applicable as most of organisations have implemented for management. As Kair (2013) claimed, how managers can make their employees to become self-actualized, by meeting employees need and organisations should follow strategies to attain this stage. Which includes; recognise employees' accomplishment. Accomplishment in organisations are important for employee's self-esteem, this can be form of reward. According to the online journal article, "if two theories of motivation applied together to organisation, it will be more effective". (Ozguner, 2014, p207).

Tesco is a successful organisation that implemented Herzberg's and Maslow's theory efficiently to their employees, for example Tesco motivates staff by effective communication, with the aid of delegating accountability, involving workforce in decision making. It holds forum every 12 months in which employees involved in discussion on pay rise etc. (Businesscase studies, 2019).

Apple is another successful company that apply Maslow's theory of needs to the employees as they provide a compensational benefits, job security and management style. (Essays, uk, 2018).

However not all motivation theories work, as individuals are unique. Some are money motivators, others on reward, recognitions and incentives. The organisations need to review strategy every often.

Employee engagement

Definition of engagement; engagement is an individual purpose and focused energy, evident to others in the showing of personal initiative, adaptability, effort, and persistence directed organizational goals. (Armstrong 2012, p168).

Employee engagement can also be defined as mutual commitment between organisation and employee. Engaged employee will more involved, happy ,satisfied in the work place

Every organization success is depending on its people. Get the people bit right and you are likely to have motivated, productive staff and a more successful business. (Acas, 2018).

The psychological contract is the promise or expectation exchanged between parties in employment relationship. The contract covers a range of “expectations of rights and privileges, duties, and obligation that do not form part of a formal agreement but still have important influence on people's behaviour”. (Mullins, 2008, p16).

The nature of the psychological contract varies across time and individuals. For instance, job security is rarely the main offer of the modern employment relationship, and not all employee s desire it. (cipd, 2019)

Example of an organisations who provides extraordinary employee engagement: at Google, the company focus more on transparency. company's, aim to break down barriers, encourage collaboration and creativity, and as result employee feel empowered by that transparency. In addition, google has created a culture of transparency and freedom. As Flint stated,” formalising that people spend 20% of their time doing something outside the normal work function, facilitates a creative culture”. (Flint and Heaven 2015).

Virgin has good interactions with employees, listening effectively and understanding employee's perspective, and show that they are valued, continuously innovated.

Training and development

Training is the process of increasing, knowledge, skills and abilities of employees to handle the job effectively and efficiently.

Development is the long-term process of employees for the current as well as future jobs, increasing the capabilities, to perform more challenging and complex tasks. According to Yazanifard, (2013, pp91-93), training affects employees' behaviour and skills which results in performance. Training leads to motivation and retained employees in organisations.

At Amazon, the company offers intensive, month- long training and leadership programme prior to hire. Furthermore, the company provides tuition for employees to take course in demand fields. A virtual contact centre “trains employee to work from home”. (Thottam 2019).

In addition, Tesco provides tools, for extremely structured monitoring and analysis of coaching and development. This includes regular tasks, timetables, measures and lists. Staffs assess Activity plans, PDP plans and learning logs. Furthermore, Tesco uses 360-degree appraisal method also weekly review session to track progress against their personal development. (the times newspaper,2009).

Conclusion

Theories are effective for organisational success. By applying theories is relevant to support management and employees, therefore, it is highly essential for HRM to implement to support the work force.

Task2

How will development vehicle benefit employee?

There are many benefits for the individual through development, which includes; performing better, increased salary, more productive, satisfied and being more confident, motivated more engaged and content in the work place.

How will development vehicle benefit organisation?

The organisation can benefit in several ways which includes; more efficient, increased productivity; more profits, better reputation, more competition in the market and increased loyalty to existing and new employees.

How can it benefit?

It is important for the organisations to remain in the competitive market for their business growth, due to technology advancement, to have their employees improve skills and develop on new technologies that matches their specific roles.

Motivation

How does motivation benefit employees?

- Increased productivity- motivated staffs can result in increased productivity and allow an organisation to attain higher levels,
- Improved satisfaction- feeling happy and content.
- Company rewards, Recognitions, sense of achievement,
- Job enrichment and job enlargement,
- Increased employee commitment,
- Lower level of absenteeism- employees are more content and focused in work life.
- Ongoing employee development- motivation will enable the employee reaching their personal goals, and facilitate the self-development of an individuals, by achieving their goals, this will motivate to continue to reach for higher level also including financial rewards and non- financial rewards.

How does motivation benefit organisations?

- Increased productivity- higher profits,
- Consumer satisfaction- return on investment,
- Promoting an open and honest culture- it is vital for companies to encourage employee to speak up, listen actively and value their point of view,
- Reputation and recruitment- among providers, clients and potential employees, helping to select best workers,
- Reduced absenteeism –motivated workers are possible to increase product quality, or the customer service related to a product.

As the author Nwannebuife (2017, p1) stated that in order to stimulate organisational performance, managers need to continually seek ways of ensuring that employees stay motivated.

Coca-Cola company offers expectational benefits to their employees by keeping them happy, motivated and committed in the workplace. These include; “education benefits like tuition reimbursement and a renewable undergraduate scholarship fund”. (Journyz powered by Zinda 2017).

Moreover, additional benefits such as matching gift programme, local Health club discounts, telecommuting, vacation purchase programmes, dry cleaning and automobile discount plan.

The consequences of not having motivated workplace, this will put companies at risk for example; negative impact to work environment, profit loss, absenteeism, employee dissatisfaction, as a result this employee might leave their job.

How does employee Engagement benefit employees?

- Increased satisfaction – engaged employees perform at more elevated amount and convey energy and enthusiasm to their workplace. They will Also encourage other talented individuals to join your organisation.
- Engaged employees are innovative- highly engaged employee will feeling of proprietorship in their associations, they will in general always consider innovative methods, to improve themselves and their group.
- More productive, higher rate of retention, and reduced abseentnism.

How does employee engagement benefit organisation?

Employee engagement is associated with increasing productivity, customer satisfactions, customer engagement, and resulting in higher profits.

Furthermore, reduces cost for organisation, these includes, lower accidents rates, reduced sickness rate, reduced number of employee turnover and more innovation, engaged employee- more engaged customers

There are three types of engagement at the workplace which include: engaged, disengaged and actively disengaged. As Kelleher (2013), argues, “highly engaged employee is 480% more committed to helping their company to succeed, 250% more likely to recommend improvements, 370% more likely to recommend their company as an employer”.

Whereas disengaged employee - lack of enthusiasm, demotivation screening negativity, no interest in the workplace. no involvement in the team weak and causation conflicts and high turnover absence.

Engaged workers are candidly appended to their association and exceedingly engaged with their activity with an incredible eagerness for the accomplishment of their employers, going additional mile past the business legally binding understanding. (Markos and Sridevi, 2010,).

How does training benefit employees?

Training gives opportunity to expand the knowledge, skills of all employees. Training makes the best contribution to the development of individual, (Hackett 2008). In addition, training increases job satisfaction, morale among employees, employee motivation, effectivity and effectiveness, improved capability to adopt new Technologies and methods, improved innovation in

strategies and products, decreased turnover. Moreover, proper employee coaching at the proper time offers huge pay offs for the organisation increased productivity, knowledge loyalty and contribution. development is benefit to both employees and company growth.

How doe Training Benefit organisation?

The organisation can benefit in several ways which is included in the following: more competitiveness, improve morale of the staff, increase profitability, customer satisfaction, increase market share, company reputation and profile and also it can lead to reductions in: inefficient use of time and materials, workplace accidents, maintenance costs of equipment, staff turnover and absenteeism, recruitment expenses.

Untrained employees can cause increase in the organisation's expenses

- A company that does not provide proper training can increase the company cost; those include; heightened risk – unskilled workers can cause more injury at the workplace.
- Compensation to customers for defective products.
- lower productivity, low morale, unhappy workers, and high turnover
- Loss of customers- untrained workers not capable of producing high quality products, also inadequate knowledge and skills will result in poor customer service. The consequences will be reduced, sales, customer dissatisfactions, eventually business loss.

Therefore, training is an important aspect of the organisation, moreover, Training makes an organisation progressively appealing to potential newcomers who try to improve their skills and the opportunities related with those new skills. Furthermore, training and development benefit to both employees and company's growth strategy.

Organisation development is a system-vast utility of behavioural science understanding to the deliberate development and reinforcement of organisational strategies, structures, and process for enhancing an organisation effectiveness. (Frances et al ,2012, p46).

The Forestry commission is a successful organisation as they have been awarded the Investor in People award. For showing a high commitment for looking after employees need. It sees training as an investment that helps the organisation to meet its aims and objectives.

The organisation offers; Two types training method on job and off job training. Also, those includes; health and safety training, technical skills such as handling safety with powerful machines, communications and leadership skills, customer care skills and Forestry commission was a culture “continuous professional development.” (the times newspaper, 2009). Furthermore, employees are monitored by regular appraisals and personal development plan.

Conclusion

Motivation, Engagement and training are the key aspects of organisations success. As the theorist authors made arguments that individuals need motivation in order to achieve a goal. To support that, there is evidence of organisations implemented and have benefitted both employer an employee.

Task3

PDP plan

Definitions of PDP plan;

Personal development plan is the process of creating an action plan totally based on attention, reflection, goal placing and planning for personnel improvement inside the context of a profession, training or self enhancement. “learning and development tool or as a promotion or selection tool. positively predicts the undertaking of learning activities and employee's performance” (Simon et al ,2011).

According to Eisele (et al,2013) it is highly essential for organisations to implement PDP. It is a continuous learning cycle, for formal and informal learning.” while supervisors carry great responsibility for providing feedback and encouragement based on the employee's motivation for learning”. (pp527-543).

I have created PDP plan for a team leader to improve their skills and support other team members to reach the potential goal of the company. A team

leader is responsible for supporting and providing encouragement to team members, such as team goals and assessing team members for, training and development. As Maund, argue that," Effective team leaders pay attention to both the task and relational dimensions of teams. Clear roles, responsibilities, deadlines, and accountability can go a long way in accomplishing tasks and achieving goals". (2017, p.17).

Objectives	measures	priority	internal	external	Review dates	Other comments
Improve communication skill	Communicative And listen effectively, hold meetings, with staffs to get the job task done,	High	Establish Open door Policy.	Building Good relationships with co-workers outside work	monthly	Connecting with People, workshops
Motivate team members	Award, recognition training	Very high	Delegating workloads	Attend Motivational Talks and seminars	monthly	Encourage Teamwork.
Improve Management skills	Leadership Course at the Local college university	high	Talk to team members, Send surveys, meetings	Get more Organised Software Help ton organise, calendar, Reports, meetings	2 months	Read books On Management Listen more To staffs, Praise with Reward. ,
Problem Solving skills.	Apply problem Solving strategies.	high	Training in the workplace,	The leader Needs to talk to the team	2 weeks	Leader Needs to be

			Develops Problem solving skills	Members And managers		Good at cognitive and Analytical skill
Improving time management skills	Plan, Keep track of daily task, etc	high	Delegate Task, give Workload to Someone who willing to do.	Monitor Time spent Online,	1-2 month	Management Apps that can help the to enhance Productivity.
Improve customer service skills	Train, recruit Right people listen Respect feedbacks of Customers.	Very high	Train staffs With right tools.	Send out surveys Questionnaire s,	2 month	Apply customer Service Awareness For Company Appraisal system

The six objectives of the team leader need to improve which include in the following;

1, improve communication skills – communicating and listening effectively with team members to get the job task done. Collaboration is an important factor of leadership and teamwork. Communication skills are highly effective in a workplace. Communication is the heart of every organisation. Workplace communication is important to companies, because it allows companies to be productive and successful. Moxon.P, (1993.p29).

Priority is high because its important with effective communication and listening, you will be aware if team members meeting their target goal, and deadlines, also get feedback how they are finding the job task.

internal – establish open door policy, for team members to discuss about work projects, goals, issues at any time. (Eisenhauer 2014)

External – building good relationship with co-workers.

Review date-weekly meeting to see how the team members are progressing.

Other comments- connecting with people workshop or virtual course.

2, motivate team members – by rewarding, incentives and training. Training will expand employee's knowledge and skills. As a result, will promote to higher level of job and keep employees motivated and satisfied.

Priority is very high- it is important for management to meet company's goal, without motivated employees, companies will at risks. Furthermore, a motivated employee can increase productivity of the organisations.

Internal –delegating workloads amongst team members, less stress for employee, more happy and able to perform better.

External – team leader needs to attend motivational talks and seminars.

Review monthly- employees need to motivation all the time.

Other comments are; encourage team work, employees will be more productive and complete task deadlines.

3, improve people management skill- take a leadership course at the local college, universities or online course. (Wormley.R, 2015).

Priority is very high – an effective team leader can inspire the dedications of staffs to meet organisations goals and objectives.

Internal – talk to your team members, that you are trying to improve leadership skills. Send a survey out to team members, arrange one to one meeting, for feedback from staffs on improvement and offer performance review for staffs quarterly.

Other comments – read books on management, listen more to staffs, praising and rewarding more often.

4, improve problem solving skills- apply problem solving strategies. By identify the issues, understand everyone's point of view, list the solutions, evaluate the situations select options and agree on monitoring and evaluation. Problem-solving is important both to individuals and organizations because it enables us to exert control over our environment.(Stottler and Tregoe, 2017).

Priority is high – team leaders have more responsibility for solving problems at the workplace, team leaders need to solve problems quickly and effectively.

Internal – training at the workplace, will develop problem solving skills. Which helps staffs to work with colleagues, customers and suppliers efficiently.

External- play brainstorming games such as chess, sudoku with co-workers and family and friends. (Cmoe.2019).

Review every 2 weeks

Other comments- problem solving is every day task. The leader needs to be good at cognitive and analytical skills.

5, improve time management skills- plan, keep track of daily tasks, delegate tasks, organize and prioritize emails.

Priority is high –tasks have deadline needs to be done in time, and managers will review to check progress.

Internal – delegate tasks, giving workload to someone who wants to do it.

External –monitoring how much time spent online, this will determine how you are focusing tasks that important for your company.

Other comments – there are management apps that can help the team leader enhance productivity, and ensures what you are doing, what needs to be done. (Arvidsson,2016).

6, Improve customer service skills – recruit, train right people, approach customers in friendly manner, listen, respect feedbacks of customers.

Priority very high – customer satisfaction is very important for organisations because it offers marketers and business owners with a metric that they can use to control and improve businesses.

Internal –train staffs, provide tools, that they need to carry good customer service experience.

Review 1-2 monthly

External- send out surveys, questionnaires, special offers, online offers, add points to Clubcard and vouchers for shopping.

Other comments-apply customer service awareness for the company's appraisal system.

conclusion

The personal development plan is very important for both personal and professional purposes. It enables the tracking development changes, that is required to achieve potential goals. In addition, PDP planning is vital for organisations. Employers should monitor employee's performance and encourage with positive feedback on regular basis, this will motivate employees to perform better and reach their desired goal.

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