

Developing Relationships and Workplace Achievement

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Table of Contents

Table of Contents	1
Introduction	2
1. Evaluating Employee Engagement, Reward Schemes, Leadership & Management Development 3	
Employee Engagement	3
Reward Scheme	3
Leadership & Management Development.....	4
2. Potential benefits the NHS receives from using development vehicles	5
NHS Engagement	5
Rewards within the NHS	6
NHS Leadership & Management Development.....	7
3. Identifying development NEEDS and EXPECTATIONS of an individual	8
Employee Development Plan.....	8
Needs	9
Expectations.....	10
Conclusion	11
References	12

Introduction

In this assignment, different strategies will be investigated and applied to achieve a better career development within the workplace. This will allow arguments that factor in strengths and weaknesses between each other, thus allowing work to be performed at optimum levels. An organisation will be critically assessed, and the benefits employers can gain from working there. This would allow a greater perspective to view the expectancies of the staff and what skills they are hoping to develop. Employee Engagement, Reward schemes and leadership management skills will be thoroughly analysed. Finally, the Needs and Expectation of an employee will be further scrutinised, helping to create a plan of action that is to be used for employee fulfilment. The organisation in question is the NHS.

1. Evaluating Employee Engagement, Reward Schemes, Leadership & Management Development

Employee Engagement

Employee engagement is defined as an approach one takes to achieve the right working conditions within an organisation. This entails being committed to the values and objectives of the workplace. According to (Engage For Success, 2019), employee engagement is based on trust, which enables a two way communication process between both employees and employers, allowing the business to expand and gain a better success rate. The two major differences between staff being engaged or disengaged is if they look forward to coming to work every day. In many occasions, people solely go to work just because of the money and don't care about the affects it has on their physical and mental health. However, employees that are engaged are more than happy coming to work and are willing to put in more effort than those who aren't.

In many work environments, employees are often given the necessary training required to fulfill their position with ease. This helps employees gain familiarity and tend to be more engaged in their role as they are able to apply their training (cipd, 2019). However, it has been shown that the lack of training has resulted in poor engagement as often employees are uninformed of what is required of them and have to rely on their own initiative. Providing training has a significant impact on engagement as employees are effectively given direction and are more willing to complete their objectives (custominsight, 2020).

Reward Scheme

It is said that being rewarded in the workplace can be seen as a gift, as this indicates the hard work and effort individuals provide in the workplace. Like recognition, they are both very similar but what differentiates them is the different types of systems the employer would have set in place. For recognition, it is mainly just being acknowledged for the determination and the work they do. Although simple, saying 'thank you' can be a way to recognise hard work and is effective. A study conducted by Glassdor observed that 70% of the employees would be motivated to work harder if they had gained acknowledgment from their manager (King, 2018). Even though there are different types of reward schemes, the best ones are usually simple as this allows staff members to appoint colleagues with ease. Reward schemes were created to motivate and encourage staff members that their hard work will not go unnoticed, this can help drive performance while maintaining a good work ethic.

Most organisations will often provide work performance reviews where management have the opportunity to carry out a 1 to 1 meeting to voice praise and record of improvement. This is seen as the perfect opportunity gain a detailed analysis of individuals and allows employees to bring forward any concerns they might need addressing. From these meetings, employees tend to feel appreciated for their efforts as their hard work is being recognised and can help boost performance. Although if executed poorly individuals could react negatively to criticisms that they feel is unjust, further hindering performance (Acca, 2018). Usually a review is carried out every 6 months varying organisation, it is seen as common practice to implement this to assess employees progress. It has been argued by (Enjoybenefits, 2019) that the duration of the meeting should be conducted on a more frequent basis to gain a more accurate assessment and to remain engaged with the workforce.

Organisations primarily provide monetary incentives in the form of a salaries but might even reward exceptional staff members with other enticements to show appreciation. Varying company, incentives such as bonuses, paid leave, company car, promotions and even employee share schemes may be available. These extras help keep motivation levels up as employees always have targets to meet where they will be rewarded based on their performance and not just rely on fixed salaries that may not necessarily reflect their efforts. Many companies have in recent time experimented with share schemes, where normal employees were given the opportunity to be part of the business (Paydata, 2019). Once seen as a privileged commodity, it was recognised that the workforce was responsible for day to day performances and was therefore made accessible to all employees. This reward scheme revolutionized the way employees worked as it directly impacts share prices based on companywide performances. The premise behind this was that hard work helps maintain value (Callcentrehelp, 2019).

Leadership & Management Development

Although leadership and management are similar, there is a difference between the two. Managers are seen as a key member within an organisation and carry out the main functions such as organising and planning day to day operations. They must regulate the working environment for their staff, which involves them possessing certain skills, such as a two-way communication. Even though managers are in charge of their employees, not all of them have the qualities of a leader. A leader doesn't necessarily have to be viewed as a member of authority and can be anyone with the right type of beliefs and core values, which is shown through their attitudes and professional character. This entails being highly passionate in their

job role which is reflected in the level of work they produce, enabling them to reach company goals and provide morale for colleagues (Duggal, 2020).

With all of this in mind, this would enable individuals to take on further roles such as leadership and management roles by developing their current skillsets. Due to employee recognition, management can consider delegating more tasks as they have proven their capability of handling more responsibilities, which can lead them to higher job roles in future employment. Organisations have even created development schemes that provide a platform for existing employees to further progress into new positions (nextgeneration, 2019). These schemes were designed to ensure the future candidates are well equipped and ready to take on more responsibilities. This allowed businesses to retain already experienced employees without the need of outsourcing candidates, which can be seen as an opportunity for internal recruitment. Often in companies, mentoring programs may also exist where management provide guidance and support in an effort to shape future talent (Ryan, 2016). Although these instances may be rare occurrences, this would be seen as a positive indication of potential which further shows appreciation and hard work of an individual.

2. Potential benefits the NHS receives from using development vehicles

NHS Engagement

The NHS can potentially benefit from the usage of these devices by the evaluation of performances portrayed by the individuals, which would give an insight on their work ethic. For example, the NHS views engagement as a fundamental factor to help eliminate workplace challenges. This can include involving employees with appropriate decision making through the uses of surveys, allowing room for feedback on how improvements can be implemented. With more engaging employees, there will be a positive workplace due to the increase in morale resulting in better communication amongst colleagues (NHS Employers, 2020). This form of engagement exercise has been welcomed amongst members as they felt like their opinions were being taken into account, further enhancing their involvement within the organisation.

In a high-pressured environment like the NHS, training is paramount and is ensured all employees of any level are equipped to carry out their jobs effectively (NHS improvement, 2018). With the level of details involved, many people's lives are in the care of NHS staff and are therefore required to take their jobs seriously to avoid further endangering patients over negligence. Without training in this situation, staff will struggle to fulfil their roles and could lead to catastrophic results, one that would tarnish the reputation of the NHS. Those pursuing a career within the NHS tend to be committed into helping others, ensuring the level of dedication needed to succeed as a medical professional (Collins, 2015).

Rewards within the NHS

In an institution like the NHS, many rewards and incentives are regularly available without the over reliance on salary expectations. The NHS has often been very transparent in regard to employee salaries, implementing a payment category known as Payment Bands (Unison, 2018). This allows new and existing employees to be well aware of salaries varying positions and also takes into account the yearly increases in income they would face. Typically, on an annual basis, payment received increases by £1,000, which gives employees the incentive to remain with the NHS. Although the NHS provides competitive salaries, employees are often overworked and committing more hours of work unnecessarily without pay. The NHS in recent times is understaffed and faces an influx of patients that grossly out number medical professionals such as nurses.

As part of the NHS, a generous pension scheme is offered to all employees. This perk is viewed as invaluable as it provides rates that is unmatched compared against industry level pension funds. The aim of this scheme was to incentivize employees to commit their role within the NHS, allowing them to retire early as a reward. Seeing as it is a government backed program, it encourages security and enforces funds are protected that can be accessible for the future.

A work life-balance is seen as a necessity and could affect performances therefore it is essential for employees to have that flexibility. This as a result has often disrupted the work-life balance for many, making employees feel isolated from personal commitments and solely devoted to their jobs. Within the medical field, it is understood a career within the NHS could be intensive and requires a lot of commitment. From this discovery, many aspiring medical professionals may feel discouraged to seek employment with the NHS and impacting staff turnover in an already declining workforce. The NHS attempt to mitigate this problem, a certain level of flexibility is prescribed for employees allowing them to have greater control around their shifts considering real life scenarios. The benefits of this perk are that employees tend to be more motivated and are willing to work with higher performance.

NHS Leadership & Management Development

The NHS, an organisation thriving on its highly sought-after workforce has in recent times found it extremely problematic to retain employees (NHS England, 2018). This has been attributed to its inability to alleviate pressures and also by providing the necessary support structures for staff mental wellbeing. A solution the NHS has implemented is a form of mentoring, where staff members are typically assigned a senior member that could consult with in regards to professional matter. This form of management provided assurances and helped promotes mental wellbeing, ensuring employees are fit to carry out their responsibilities without burden. This opportunity enables career progression, taking on more duties with greater incentives. The NHS enforces the idea of qualifications as the means of career advancements and offers exceptional employees a paid scholarship to enhance knowledge. This benefit helps to train future medical professional through its internal recruitment process, supporting staff retention.

3. Identifying development NEEDS and EXPECTATIONS of an individual

Employee Development Plan

A development plan was created for an NHS employee, taking into account their Needs and Expectations. Using Maslow's Hierarchy of Needs, a plan was created.

Number	Employee Concern	Need/ Expectation	Employee Aim	Steps Taken by Management	Timeframe	Review
1	A secure Job Position	Need	Employees given the assurance job is secure.	Evaluate Employees concern and provide contracts to assure staff.	6 Months	Yearly
2	Seeking work-life balance	Need	Requiring a degree of flexibility for personal commitments like family.	Take considerations of individual needs and provide shifts tailoring to their personal life.	3 Months	6 Months
3	Receive a fair salary	Need	Requiring a salary that's fair across all colleagues.	Refer to NHS Pay Bands and pay accordingly of position and tenure.	6 months	Yearly
4	Career Progressions and advancements	Expectation	Climb through NHS career ranks and take on additional responsibilities.	Review employee records and ease additional responsibilities to better prepare. Provide the NHS opportunity for progression.	Yearly	Yearly
5	Receive adequate training for role	Expectation	Requiring additional training to gain confidence while in the role.	Review employee performance and provide additional learning materials and guidance.	6 Months	6 Months
6	Working within a fair work culture	Expectation	Expecting to be able to work in a fair work environment without fear of abuse.	Allow employees to have a voice to the concerns and take stricter actions against who break the NHS policies.	3 Months	3 Months

Needs

Within the workforce, an individual often has a set of criteria that is seen as the personal requirement in relation to their job position. A fundamental obligation for the individual seeking employment needs assurances that their position is secure without fear of redundancy and potential job losses. Typically, security of job ranks highly amongst individuals as their work life is gravitated towards financial stability (Haden, 2017). A position with the NHS has been highlighted as lucrative seeing as the organisation plays a vital role in British society, with the risk of collapse minimised as it is a government funded entity (BrainMass, 2016). NHS staff are seen as a valuable asset to the organisation and is difficult to recruit or replace qualified personnel. The NHS alleviates this by issuing all its employees a contractual agreement, which provides employees job security.

Work life balance is another work necessity for individuals, as it is widely respected that employee's personal lifestyle is to be taken into account to ensure mental wellbeing. It is known that working within the NHS requires intensity and a high level of commitment, employee's morale can be severely impacted which as a result can influence their performances. The NHS has been generous in approach to shift patterns with more flexibility and holidays. This gives employees the much-needed time away to tend to personal commitments.

As with every employee, individuals seek employment predominantly for monetary reasoning, so it is vital that individual are rewarded with a fair salary for their efforts. It has been shown that with a higher disposable income, a more luxurious lifestyles can be realised. The NHS established Payment Bands which enlists the different salary levels based on job complexity. Employees of all positions could view their salaries that increases annually and could use this to progress further for higher pay. As stated earlier, the NHS pension scheme is another financial incentive as it allows employees to save for the future once they are retired. This enables individuals to fund retirement well before state retirement and to live life outside the world of work.

Expectations

Employees may overtime expect to take on new responsibilities to help enhance personal development, through promotions and advancement schemes. Staff members of the NHS may seek the chance of a promotion for various reasons such as financial or personal recognition of achievement in the medical field. Luckily an organisation like the NHS provides employees the platform to help advance employee careers though their internal recruitment programs. In this situation, existing staff members maybe given the opportunity to take up senior roles to better promote their expertise. An example of this can be a nurse getting promoted to senior nurse which earns them specific uniform to showcase their presence. Employees could produce a Personal Development Plan (PDP) to produce a detailed plan on where they would like be within a specific timeframe. This would help individuals create focus and provide a set of targets to aim towards.

In any position, employees may even expect the level of training required to fulfil their roles effectively. It has been discovered that extensive training leads to better productivity which can minimise human error. Being a part of the NHS staff, it is expected that all employees are given the training required to help provide the best care possible to its patients. The NHS provides training through its internal training schemes as well as providing blended learning designed to test the abilities of the individual for them to better understand the demand and expertise of a medical professional. The nature of the position means that patient lives are in the hands of NHS workers and trust their judgement to ensure they are getting the best care possible.

The expectation for a fair work culture might be seen to many as a core fundamental to an individual as this element has the capacity to influence the behaviour in the workplace amongst colleagues. The NHS is a work place of intensity where emotions could easily run high that could upset the balance of a fair work culture. It has been found that within the NHS, it was notorious for claims of bullying in the work place, more specifically aimed towards less ranking staff (TheBalanceCareers, 2018). An employee in any work environment should not be subjected to any kind of abuse especially from peers that could make them feel unwelcomed which would disrupt the performance.

Conclusion

The primary focus of this study to critically analyse and evaluate 3 key components regarding work-based performances. The NHS, a contemporary work place was utilised as the foundation of this report which helped derive accurate information used to formulate arguments pertaining to the subject matter. From this report, it was found that employee engagements showed a direct connection towards an increase in productivity. In regards to the NHS, a variety of engagement measures were applied such as employee training and feedback surveys. This showed that staff morale was generally higher which in turn enabled them to be further involved in their already stressful position. Reward structures offered by the NHS was also investigated, looking meticulously at the types of incentives accessible to employees and the effects they had on the workforce. It was discovered a career within the NHS required a lot of commitment which has often discouraged medical professionals seeking employment within the organisation. The NHS has however provided benefits and perks to entice current and new employees for their continued services. Salary being the main incentive was found to be hierarchical in nature, showing transparency in earning dependent on position. Utilising the Payment Bands, employees could feel encouraged knowing that pay was fair across all aspect of the NHS. This has allowed employees to advance in their careers, which would also reward them accordingly as they progressed. Scholarships are at the forefront to career progression, something which the NHS has always sponsored. This development plan has enabled personnel to gain university level education, resulting in future-proofing the next generation of NHS workers.

Within the workplace, the Needs and Expectations of an individuals was carefully investigated, creating a development plan that consisted of the main 3 components of each with a detailed rationale. The ultimate need was found to be based around financial gain as the primary requirement. This was said be the case for gaining employment for monetary purposes. Both job security and work-life balance were considered another need as they were seen as a necessity for job requirement and mental wellbeing of an individual. However, many expectations were also taken into considerations of what the individual may require. Progression was amongst an expectation as long-term employees may want to take up promotions to further develop careers.

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