

Managing Employee Performance and Developing Personnel Mechanisms to
Achieve Sustainable Business Performance at BT London

Student Name: Stojan Petrovic

Student Number: 2414754

Module Code and Title: Developing and Mining Individuals and Teams LCLM5

1.0	Introduction.....	3
2.0	Factors Affecting Employee Performance at BT London.....	4
2.1	Societal Changes and Their Impact on Employees.....	4
2.2	Technology Trends and Their Impact on Employees	4
2.3	Flexible Working Arrangements and Their Impact on Employees.....	5
3.0	Evaluation of Contemporary HR Practices to Address Workplace Challenges.....	5
3.1	Effective Performance Management Systems.....	5
3.2	Employee Development and Training Programmes.....	6
3.3	Employee Wellbeing and Engagement Strategies.....	6
3.4	Diversity, Equality and Inclusion Practices.....	6
3.5	Digital HR Solutions.....	6
4.0	Critical Evaluation of Managerial Implementation of HR Practices.....	7
5.0	Recommendations.....	8
6.0	Conclusion.....	8
7.0	References.....	9

1. Introduction

Employee performance management and personnel development are essential components of successful human resource management. Organisations operating in highly competitive environments must ensure that employees are supported, motivated, and equipped with the necessary skills to achieve business objectives. BT Group, as one of the UK's largest telecommunications organisations, faces significant workplace challenges due to changing employee expectations, rapid technological developments, and the increasing demand for flexible working arrangements.

During the first month within the HR department at BT London, a significant number of employee grievances were identified. These grievances suggest potential issues relating to communication, employee engagement, workload management, wellbeing, career development, and adapting to workplace changes. If these concerns are not addressed effectively, they may negatively affect employee morale, productivity, retention, and the organisation's long-term performance.

This report examines the key factors contributing to employee dissatisfaction within BT London, focusing on societal changes, technology trends, and flexible working practices. It evaluates contemporary HR approaches that can be used to address these challenges, including performance management systems, employee development programmes, wellbeing initiatives, and digital HR solutions.

Furthermore, the report critically evaluates how departmental managers can ensure that these HR practices are implemented effectively and urgently. Effective leadership, communication, monitoring, and employee involvement are considered important factors in achieving successful implementation.

The purpose of this report is to provide recommendations that can help BT London reduce employee grievances, improve employee performance, and develop a sustainable workforce capable of supporting future organisational goals.

2. Factors Affecting Employee Performance at BT London

2.1 Societal Changes

Modern workplaces have experienced major social changes that influence employee expectations and workplace relationships. Employees today expect organisations to provide fair treatment, equal opportunities, career development, and support for their physical and mental wellbeing. At BT London, differences in employee expectations may contribute to workplace dissatisfaction and increased grievances if employees feel their needs are not recognised.

One significant societal change is the growing importance of diversity, equality, and inclusion (DEI). Employees expect workplaces to provide equal opportunities regardless of background, gender, age, disability, or personal circumstances. A lack of effective inclusion practices may result in employees feeling undervalued, which can reduce motivation and performance.

Another important factor is increased awareness of employee wellbeing. Employees are increasingly concerned about stress, workload pressures, and achieving a healthy work-life balance. In a telecommunications organisation such as BT, employees may experience pressure due to customer demands, technological changes, and organisational restructuring. Without appropriate wellbeing support, these pressures can lead to dissatisfaction and grievances.

Employees also increasingly expect opportunities for professional growth. Workers want access to training, career progression, and recognition for their achievements. When employees believe that development opportunities are limited, they may become disengaged and less committed to the organisation.

2.2 Technology Trends

Technology has transformed the way organisations operate and manage employees. BT operates within a highly digital industry where technological innovation is essential for maintaining competitiveness. However, rapid technological changes can create challenges for employees.

The introduction of new digital systems, automation, and artificial intelligence requires employees to continuously develop new skills. Some employees may experience anxiety or uncertainty if they feel unable to adapt to technological changes. This can contribute to workplace stress and dissatisfaction.

Additionally, increased reliance on digital communication tools can create communication problems. Employees working across different teams or locations may experience reduced personal interaction, which can affect teamwork and employee relationships. Poor communication is often a major cause of workplace grievances.

Technology can also create challenges relating to monitoring employee performance. While digital performance tracking systems can improve productivity, excessive monitoring may make employees feel pressured or lack trust from management.

2.3 Flexible Working Arrangements

Flexible working has become increasingly common, particularly following changes in workplace practices after the COVID-19 pandemic. BT has adopted flexible and hybrid working arrangements to provide employees with greater choice regarding where and when they work.

Although flexible working provides benefits such as improved work-life balance and increased employee satisfaction, it can also create challenges. Some employees may feel isolated when working remotely and may have fewer opportunities for collaboration and relationship building.

Managers may also experience difficulties managing employee performance remotely. Traditional methods based on physical observation are no longer effective, meaning managers must focus on outcomes, communication, and employee support.

Inconsistent approaches to flexible working may also create grievances if employees believe some teams receive better treatment than others. Therefore, BT London requires clear policies and effective management practices to ensure flexible working remains fair and productive.

3. Evaluation of Contemporary HR Practice to Address Workplace Challenges at BT London

To reduce employee grievances and improve sustainable business performance, BT London should introduce effective contemporary HR practices that respond to changes in society, technology, and flexible working. Modern HR management focuses not only on controlling employee performance but also on developing, supporting, and engaging employees.

3.1 Effective Performance Management Systems

A modern performance management system can help BT London identify employee concerns, improve productivity, and create clearer expectations. Traditional annual performance reviews are often criticised because they provide feedback too infrequently. Instead, BT should adopt continuous performance management involving regular discussions between managers and employees.

Regular one-to-one meetings, coaching conversations, and constructive feedback allow employees to discuss challenges before they become formal grievances. Managers can identify training needs, workload issues, and wellbeing concerns at an early stage. This approach creates a supportive working environment where employees feel valued.

A balanced performance management system should focus on both employee achievements and development needs. Measuring only targets and productivity may increase stress, whereas recognising employee growth and contribution can improve motivation and commitment.

3.2 Employee Development and Training Programmes

Employee development is an important mechanism for improving performance and supporting long-term organisational success. Due to rapid technological changes within the telecommunications sector, BT employees require continuous learning opportunities.

BT London should provide digital skills training, leadership development programmes, and career progression opportunities. Online learning platforms can allow employees to develop skills at their own pace while supporting flexible working arrangements.

Training can also reduce employee anxiety caused by technological changes. When employees feel confident using new systems and technologies, they are more likely to adapt successfully and maintain high performance levels.

Furthermore, leadership training should be provided for departmental managers. Effective managers need skills in communication, conflict resolution, coaching, and employee motivation. Poor management behaviour is often linked to employee dissatisfaction and workplace grievances.

3.3 Employee Wellbeing and Engagement Strategies

Employee wellbeing programmes are essential for addressing workplace stress and improving employee satisfaction. BT London should introduce stronger wellbeing initiatives, including mental health support, stress management resources, and workload reviews.

Employee engagement surveys can also help HR departments understand employee concerns. Allowing employees to share their opinions demonstrates that their views are valued and can help identify workplace problems before they become serious grievances.

Recognition programmes are another effective approach. Employees who feel appreciated are more likely to remain motivated and committed to organisational goals. Recognition can include career opportunities, positive feedback, awards, or increased involvement in decision-making.

3.4 Diversity, Equality and Inclusion Practice

A strong diversity and inclusion strategy can improve workplace relationships and reduce employee complaints relating to unfair treatment. BT London should ensure recruitment, promotion, and development opportunities are based on fairness and employee capability.

Managers should receive inclusion training to recognise unconscious bias and create supportive team environments. Encouraging different perspectives can improve innovation and employee engagement.

3.5 Digital HR Solutions

Technology can also support improved HR management. Digital HR platforms can allow employees to access training, submit feedback, manage performance objectives, and communicate with HR teams more effectively.

For BT London, digital HR systems could improve transparency and make it easier to monitor employee concerns. However, technology should support employees rather than

replace human interaction. Managers must continue to maintain personal communication and build trust with their teams.

4. Critical Evaluation of How Departmental Managers Can Implement HR Practices Urgently

Departmental managers play a vital role in ensuring HR practices are successfully implemented. Although HR departments create policies and frameworks, managers are responsible for applying these practices in daily workplace situations.

Firstly, managers must improve communication with employees. The increase in grievances suggests that employees may not feel heard or supported. Managers should create open communication channels through regular meetings, feedback sessions, and informal discussions. Transparent communication about organisational changes, expectations, and available support can reduce uncertainty.

Secondly, managers should receive appropriate training before implementing new HR practices. Managers who lack leadership skills may unintentionally create workplace problems. Training should focus on managing conflict, providing feedback, supporting employee wellbeing, and managing remote teams effectively.

Managers should also ensure fairness and consistency when applying HR policies. Flexible working arrangements, performance evaluations, and development opportunities should be available based on clear criteria. Inconsistent treatment between departments can increase employee dissatisfaction and create additional grievances.

Another important responsibility is monitoring the effectiveness of HR initiatives. Managers should review performance data, employee feedback, absence levels, and grievance trends to determine whether improvements are occurring. Regular monitoring allows problems to be identified and corrected quickly.

Employee involvement is also essential. Managers should encourage employees to participate in workplace decisions and provide suggestions for improvement. When employees feel involved, they are more likely to accept organisational changes and contribute positively.

However, managers may face challenges when implementing these practices. Resistance to change, limited resources, and increased workloads may affect successful implementation. Therefore, senior leadership support is necessary to provide managers with sufficient time, resources, and authority.

Overall, departmental managers must act as role models by demonstrating effective leadership behaviours. Their ability to communicate, support employees, and apply HR policies fairly will directly influence whether BT London can reduce grievances and achieve improved employee performance.

5. Recommendations

BT London should consider the following recommendations to reduce employee grievances and improve sustainable performance:

Introduce continuous performance management:

BT should replace traditional review methods with regular feedback meetings, coaching sessions, and development discussions.

Increase employee training opportunities:

The organisation should provide digital skills training, leadership programmes, and career development opportunities to help employees adapt to technological changes.

Strengthen employee wellbeing support:

BT should expand mental health support, workload assessments, and employee assistance programmes to improve workplace satisfaction.

Improve communication between managers and employees:

Managers should encourage open discussions and provide employees with opportunities to raise concerns before they become formal grievances.

Develop effective flexible working policies:

Clear guidelines should be created to ensure hybrid working arrangements are fair, consistent, and productive across all departments.

6. Conclusion

Employee grievances at BT London highlight the importance of effective performance management and employee development strategies. Changes in society, technology, and working patterns have created new challenges that require modern HR approaches. Employees now expect greater support, flexibility, fairness, and opportunities for professional growth.

Contemporary HR practices such as continuous performance management, employee development programmes, wellbeing initiatives, diversity strategies, and digital HR systems can help BT address these challenges. These approaches can improve employee engagement, increase productivity, and create a more positive workplace culture.

However, successful implementation depends heavily on departmental managers. Managers must communicate effectively, apply policies fairly, support employee development, and respond quickly to concerns. Without strong leadership involvement, HR strategies may fail to achieve their intended outcomes.

By implementing the recommended actions, BT London can reduce employee grievances, improve employee satisfaction, and develop a sustainable workforce. A focus on employee

performance, wellbeing, and continuous development will enable BT to remain competitive in a rapidly changing telecommunications industry.

7 References

Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.

CIPD (2024) *Human Resource Management and Good Work Practices*. Available from: <https://www.cipd.org>

Dessler, G. (2020) *Human Resource Management*. Harlow: Pearson.

Boxall, P. and Purcell, J. (2022) *Strategy and Human Resource Management*. London: Palgrave Macmillan.

Guest, D.E. (2017) 'Human resource management and employee wellbeing: Towards a new analytic framework', *Human Resource Management Journal*, 27(1), pp.22–38.