

People Management

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Table of Contents

Part 1	3
Introduction.....	3
Overview of the organisation.....	3
Challenges in the organisation	3
Good practices to resolve the issues	4
Recommendations.....	6
Concussion.....	7
References.....	9
Part 2	13

Part 1

Introduction

This study will cover all the different aspects of the chosen organisation, TechInnovate. A detailed overview of this organisation will be depicted in this study. In addition, all the challenges or issues that the chosen organisation is facing or going through will be discussed. The negative impacts of these challenges on the organisation and its business will be demonstrated in this assessment. On the other hand, various effective strategies will be provided. These strategies will be effective in mitigating or eliminating the issues or challenges that TechInnovate is facing. These strategies can also help in improving the business in the competitive market. The strategies will include the required essential skills of the recruited managers in managing the employee managers. Two effective and accurate theories will be illustrated. The strategies for enhancing the engagement of the employees will be discussed. The strategies will be implemented through SMART objectives in the organisation, TechInnovate.

Overview of the organisation

TechInnovate is one of the most efficient organisations in the business market. This organisation is effective in offering innovative artificial intelligence services and solutions of machine learning. This organisation was introduced in the market 5 years ago. However, this organisation has gained its popularity over the last 2 years. This company is rapidly growing in the market. TechInnovate includes more than 200 employees and this company covered only 50 employees at the beginning. A group of software engineers built this company with an informal, positive and collaborative organisational culture. This company has recruited its HR manager before 18 months. The managers of TechInnovate play a pivotal role in recruiting, onboarding and managing the performance of the employees.

Challenges in the organisation

TechInnovate is introduced 5 years ago by an efficient group of software engineers. They included various efficient and skilled engineers to operate all the activities in the organisation. The HR managers of this company carry the responsibilities of recruiting, onboarding and managing the performance of the employees. This organisation promotes and covers an informal and

collaborative organisational culture. However, this company is facing certain difficulties because of rapid growth. Retention issues, lack of sufficient onboarding, lack of formal environment, increased turnover, decreased employee satisfaction etc. are the major issues of TechInnovate.

Good practices to resolve the issues

There are various practices which are effective in managing all the employees in an organisation. All the business organisations should analyse and implement efficient and accurate strategies to conduct appropriate human resources management by the managers of the companies. TechInnovate can follow these effective strategies to reduce turnover and retain employees in the company (Omotayo, 2015).

1. Required skills of managers in the relevance of a theory

There are various theories which can be implemented in an organisation for the managers to follow. The organisation can choose an accurate theory according to the requirements. Also, these theories are effective in making managers aware of the utilisation of essential skills of managers. The Situational Leadership Theory is an effective and efficient theory to follow for different organisations. According to this leadership theory, the managers should behave with the employees according to the situation (Meier, 2016). The managers need to develop decision-making skills to analyse the ability and knowledge of the employees. The managers need to improve their adaptability skills to make the employees adjust to the changing and uncertain situations. Also, the improved leadership skills can help in guiding and directing all the employees (Zakarevičius and Župerkienė, 2008). Another important factor of situational leadership theory is to provide coaching and monitoring of the employees in the organisation (Meier, 2016).

2. Roles of the managers in the relevance of a theory

Different organisations can analyse and choose an effective and accurate model among a variety of models according to their requirements. The managers carry all the responsibilities of guiding and directing all the employees of an organisation. The managers should play an efficient and effective role in encouraging and motivating the employees. Drucker's Five Functions of Management is an effective model in explaining all the individual roles of managers in the performance management of an organisation. This model includes five different roles for the managers which are setting objectives, organising tasks, motivating and communicating, measuring performance and doping employees (Drucker, 2020). Setting objectives refers to the

clarification of goals and allocation of resources. Organising tasks refers to the building of the report structure. Motivation and communication are the major roles of managers to enhance the engagement of the employees. Measuring performance refers to controlling and monitoring the performance to improve (Drucker, 2012).

3. Activities in management of the managers

The managers are required to conduct a wide range of different activities to manage the performance of the employees in an organisation. The managers need to prepare or build an effective and accurate plan including all the essential tasks or activities. The managers cover multiple activities. The primary or the most important activity of the managers is the clarification of the goals to be achieved. The managers can utilise SMART objectives to divide all the tasks. Detecting all the tasks or activities in the execution and completion of different operations and dividing them among all the employees according to their abilities and skills. In addition, the monitoring and controlling of the activities of the employees are other essential roles of the managers (Schraeder and Jordan, 2011). Only informal behaviour can not control all the activities of the employees. The managers need to include a formal culture where required for the employees. On the other hand, providing feedback to encourage all the employees is another effective activity. Also, feedback can help in rectifying the errors or the mistakes of the employees. Recognition is an effective activity of the employees. In addition, maintaining the quality of the performance of the employees is the most important activity of the managers (Gruman and Saks, 2011).

4. Increasing employee engagement

The managers of an organisation can follow a variety of strategies to increase the engagement of the employees in the allocated tasks or activities in the company. The managers need to conduct open interactions with all the employees. Through open communication, the managers can make all the employees understand their individual roles in the operations. In addition, open communication helps in building positive and strong relationships among the employees and the managers. This can lead the employees to clear their queries regarding their individual roles and duties from the managers. On the other hand, feedback is another effective factor in enhancing the engagement of the employees. The feedback helps all the employees to improve their performance in the tasks (Finnegan, 2017). In addition, the feedback can drive recognition to the skilled and able employees. The recognition can help the employees to be encouraged to conduct various tasks with more dedication. These factors can also help in increasing the interest levels of the employees.

The reward system can help in increasing healthy competition, dedication and interest levels of the employees. Fostering a positive and collaborative organisational culture with strict direction can help the employees increase engagement by the managers (Runonen, 2020).

5. Enhancing the quality of the performance of the employees

The managers can enhance the quality of the performance of the employees in their activities. Through the guidance and activities of the managers of an organisation can help the employees to enhance their quality in performance in the different operations. The managers need to be more careful in meeting the requirements or basic demands of the employees to lead them to satisfaction. Besides the effective and efficient guidance or direction, meeting the requirements is another essential factor for the managers to enhance the quality of their performance. In addition, the motivational strategies can help in improving the quality of the performance of the employees (Zelnik, *et al.* 2012). On the other hand, the motivational strategies can increase the dedication levels of the employees towards the execution of different operations. In addition, the open communication can help the employees in clearing all the objectives of achieving the goals. Effective feedback and recognition can help in encouraging all the employees to generate high-quality performance in the execution of the employees of the organisation. The reward strategy can also help in enhancing the performance of the employees. A positive and collaborative work environment can influence the employees to generate high-quality performance (Daniel, 2019).

Recommendations

Implementation of strategies through SMART

Specific: The managers of TechInnovate need to be more careful in terms of their improved skills. The managers should implement a situational leadership theory to manage all the employees according to the current situation. This includes both the formal as well as informal organisational culture. In addition, various other skills like effective leadership skills and decision-making skills to manage all the activities of the employees in the organisation (Ejimabo, 2015). This will be the specific point for the chosen organisation, TechInnovate to reduce the turnover of the employees. The specific objective is effective in elaborating on the main strategy or task (Bjerke and Renger, 2017).

Measurable: Measurable is the second objective or SMART goal. This is effective in measuring the progress and success criteria of the entire operation (Ogbeiwi, 2017). The managers will

measure the entire implementation of the situational leadership theory. The monitoring and controlling process of the managers can help in the growth of any operation. The explanation of the goal objectives and the description of the individual roles or duties can help all the employees generate effective and efficient performance with high quality (Markos and Sridevi, 2010). TechInnovate will also measure the progress this way.

Achievable: This is the third goal objective of SMART. This helps in analysing the achievability of the operation in an organisation (Les MacLeod, 2012). Different strategies of the managers can help the entire operation to achieve its goals. The managers can enhance the quality of their performance and also increase their engagement to achieve the goals. Various strategies like rewards, recognition feedback etc. are the main factors which can influence all the employees of an organisation in achieving the goals (Liu, *et al.* 2017). TechInnovate will also achieve its goals with the help of these different strategies of reward, feedback, recognition etc.

Relevant: This is another objective of the SMART to understand the relevance of the operation of achieving the goal (Wolf and Akkaraju, 2014). The inclusion of different motivational strategies and various systems like reward, recognition and feedback is very relevant to the organisation, TechInnovate to reduce the amount of turnover of its new employees. In addition, this operation can help this organisation to gain an accurate and effective management process for the managers. This company can include effective and efficient talented and skilled employees to grow the entire business in the market. This way, all the systems of recruiting, talent acquisition, onboarding etc. can be improved.

Time-bound: Time-bound is the final step of SMART objectives. This objective is effective in explaining the scheduled time frames to execute and complete the entire operation to achieve the goal (Robins, 2014). In addition, these scheduled time frames guide the workers to conduct all the tasks or activities to complete the entire operation within an accurate timeline in an organised way (Oleksandra, *et al.* 2019). The chosen organisation, TechInnovate will take 1 year to achieve its goals of reducing turnover, including effective and efficient performance management strategies by the managers, including accurate system of talent acquisition etc.

Concussion

This study has elaborated on the different factors of the chosen organisation, TechInnovate. A detailed description of this organisation has been depicted in this assessment. In addition, all the

potential challenges and issues that this organisation is going through have been discussed in this study. Various mitigation strategies have been demonstrated in this study to resolve all the issues. On the other hand, various effective and essential skills that the managers need to improve have been provided. The roles and activities of the managers in managing the performance of the employees have been illustrated in this study. In addition, detailed SMART objectives have been demonstrated to implement the strategies and achieve the goals.

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