CIPD Assignments

[Student Name]

[Student ID]

[Date of Submission]

3PRMB

AC 1.2 – Components of Performance Management Systems

In a number of organisations, performance appraisal is misunderstood or considered equally to performance management. However, performance management is much bigger concept than performance appraisal which undertake the concept of performance appraisal. Similarly, performance management system is also much more important for the organisation when it comes to appraise and management the performance of employees (Buckingham and Goodall, 2015). Essentially, there are following components of an effective performance management system:

- Performance planning which consist of setting goals and objectives for the employees
- Succession Planning
- Communication on ongoing performance
- Data collection, observing, and documenting
- Meetings for performance appraisal
- Diagnosis and coaching of the performances

These major components entails some of the important elements that ensure the success of the any performance management system which include motivation, culture, feedback, timing, and holding a performance communication (Cappelli and Tavis, 2016; To, Yu, and Lee, 2018).

AC 4.1 – Process and Frequency of Performance Reviews and its Importance

Process of Performance Reviews

The first step is to establish expectations and standards of performance (Mone and London, 2018). In this process, the next phase is to continuously and regularly provide feedback on the performance along with measuring the actual performance of the employees. The process of performance reviews also include comparing the actual performance of employees with the defined standards and expectations of performance (Buckingham and Goodall, 2015). The process also consist of discussing the results of appraisal and suggesting employees the corrective measure to enhance or maintain their performances.

Frequency of Performance Reviews

As found in a number of research paper that many of the companies worldwide are involved in conducting performance reviews (To, Yu, and Lee, 2018), however, the question regarding its frequency is also research more often. While considering the practice of major organisations of the world, such as Google or Netflix, the optimal frequency for conducting performance reviews either by formal or semi-formal reviews should be done bi-annually.

Importance of conducting Performance Reviews

Employees are one of the most crucial and important assets for an organisation that play a very critical role in ensuring the success of the organisation for the longer terms (Houldsworth and Brewster, 2016). In this ways, it clearly indicates towards the need that companies must put additional effort in streamlining their performance management process so as to ensure whether employees are working and performing in accordance to the need or not. According to the research, such companies that have successful performance management process are capable to engaging their employees for actively (Mone and London, 2018).

AC 1.3 – How Motivational Theories can be used in Performance Management Systems

Edwin Locke's Goal Setting Theory

In 1968, Edwin Locke had introduced the theory of goal setting as cited in the research of (Shoaib and Kohli, 2017). It suggest that motivation of employees towards work is based on the having pronounced and specific goals that are achievable. In this regard, a number of scholars who studies the relationship between motivation and performance have ascertain that defining and setting goals helps creating the confidence among employees. In addition to that, the research of Miner, (2015) has highlighted that employees that are most performing in the organisation are goal-directed employees. Hence, setting goals and standards for the employees helps in increasing the performance of the employees which ultimately strengthen the performance management system of organisation. Objective and goals set by organisation needs to be discussed on regular basis so that performance can be increased. In this way, Edwin Locke's goal setting theory can clearly be used in performance management system since it motivate employees by defining achievable yet challenging goals.

Victor Vroom's Expectancy theory

Victor Vroom has introduced Expectancy theory which is also one of the most common motivational theories. This theory suggests that employees are motivated to perform in the direction that is followed by the desired and values outcomes (Bowman, 2016). Considering the definition of this theory, it can be said that an employees will be motivation when he or she believes that enhanced performance can bring better performance which allow them to realize their personal goals as well. Hence, the focus of this theory is on motivation which is the combination of instrumentality, valence, and expectancy. Performance management system can use three elements in its process to motivate employees since valence is regarded as the value of supposed results that helps in motivating employees while provide reasoning for why they should perform actively. Instrumentality is the mind-set of the employees with respect to any task which can also be used in performance management system and help in setting more realistic and achievable goals as per the standpoint of employees. Ultimately, expectancy is the phenomenon that refers to the distinct level of potentials in addition to sureness concerning the capability of employees which helps in predicting the expected performance of employees in the performance management system. In a nutshell, this theory can be used in performance management system as it motivates employees by focusing on the performance effort relationship, rewards and personal goal relationship, and rewards and performance relationship.

AC 2.1 – Purpose of Reward within a Performance Management System

There are some of the important purposes of rewarding employees' effort within the organisation while managing performance system which mainly include retaining and motivating employees by increasing their employees' engagement and reducing the employees' turnover.

It is found in the research of Shields et al., (2015) that rewards have a number of positive impact on the workplace, however, the most noticeable and measurable impact is improving the bottom line of the organisation. Rewards and recognising employees is very much helpful in increasing the employee engagement by raising their morale. Therefore, the first purpose of rewards within the performance management system is to increase the engagement of employees so that their performance increase more effectively. If reflects the impression that firm has highly motivated workforce that work actively for the high and enhanced production of the organisation.

As mentioned earlier in this section that another purpose of rewards in performance management is lowering the turnover rates which also impact directly on the employees' retention rates. While managing performance, one of the major aspect is making employees happy so that they will not leave the job and work harder for the good of the company. Rewards plays as the important element in retaining employees and decreasing the turnover rates (Perkins, 2018).

AC 2.2 – Pros and Cons of Using Financial and Non-Financial Rewards

Financial Rewards

Financial rewards such as monetary incentives, bonuses, and cash vouchers help companies in retaining most of their experiences and valuable employees (Antoni et al., 2017). For example when employees feel that they are financially taken care of by the company, they are very less likely to switch company. On the contrary, financial rewards are not helpful in resolving the issues of cultural or management problems (Schlechter, Thompson, and Bussin, 2015). For example, if an employee is distressed with management or culture of the company, they are less likely to stay within the organisation for the sake of monetary or financial rewards.

Another benefit is that it helps in attracting new talents. Financial rewards speak louder than any other rewards hence employees are also found to base their major decisions in career based on the financial benefit (Coile, 2015). For example, employees who are seeking jobs look for the company that offer more incentives than other companies.

Non-Financial Rewards

It is found in a research paper that non-financial rewards are very much helpful in attracting millennial workforce (Antoni et al., 2017). In today's time, major portion of workforce is based on millennial which suggests that unique bonuses in the office, wellness advantages, and CSR series are particularly stimulating for the youngest professionals in the market. For example, to hire fresh graduate, offering Career development opportunities are much motivating as compared to cash bonuses. On the other hand, sometimes non-financial rewards can be waste of money as sometimes it is difficult to understand what is appreciated and vital for the employees. For example, an employee might be expecting work-from-home options or schedule flexibility in the form of non-financial reward and offering them recognition or awards might not fulfil the purpose of reward.

It is also found that non-monetary rewards are much cheaper than financial rewards, for example, subsidizing gym membership can be fairly low price tag reward which can offer great benefit to the employees in terms of their health and wellness. Yet, non-financial rewards do not guarantee full participation and engagement of employees for the reason that motivation power of financial rewards are much higher than nonfinancial rewards.

AC 3.1 – Options available to the Organisation seeking to Review Good and Poor Staff Performance

Since there are different approaches available for organisations to review performance of their employees, there are certain ways in which good performances of staff are being reviewed and poor performances of staff are reviewed.

The first option for seeking to review good staff performance is their productivity (Krekel, Ward, and De Neve, 2019). Employees who have been giving good performances will surely have high productivity which clearly helps employer in reviewing the good performance of their staff.

Another option that organisations can seek to review good staff performance is to calculate the number of rewards (including financial and non-financial rewards) achieved by certain employee. In this way, employee that is performing best would have most number of rewards which help organisation in identifying good staff performance.

On the other hand, the option available to the organisation seeking to review poor staff performance is to have an insight of number of absenteeism (Gîlmeanu, 2015). Employees or staff that is performing poorly are most probable to remain absent from work in the first place therefore, option of looking at absenteeism is optimal option available to the organisation seeking to review poor staff performance.

Similarly, lack of teamwork is another indicator that helps organisation seeking to review poor staff performance (Frykman et al., 2017). When team is not performing as per the need, they under-perform and thus bring poor staff performance.

AC 3.2 – Tools and Information necessary to carrying out an Effective Performance and Reward Management Process

Performance and reward management process within the organisation helps it to become more prosperous and competitive in the market and business (Epstein, 2018). The process of performance management mainly consist of measurement, report, and management of employees' performances so as to improve their performance. Besides this, reward management process entails unfolding quality employees, monitoring their work, encouraging them, and analysing the entire process. There are number of tools that can be used in order to carry out performance management such as:

Key performance indicators (KPIs) and metrics which give an idea about how effectively companies on the whole, or individuals or projects are performing in accordance to their strategic goals and objectives (Paramenter, 2015). Another tool necessary to carrying out an effective performance management process is performance appraisal. Regular and frequent evaluation of employees is very beneficial tool in understanding the performance of every employees along with identifying the needs of improving the performance. With the help of these tools, employers can easily make decision regarding which employee is working as per the expectation and which employee needs improvement.

Reward management tool, on the other hand, include bonuses, vacations, wellness, recognition, appraisal, and certifications. For offering rewards to employees, the necessary information is to have complete report of performances of each employee so as to fairly decide which employee deserve reward over another employees. Hence, it can be said that information retrieved in the process of performance management helps in managing the process of rewards.

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3MER

Part A

AC 1.1 – Internal and External Impact on the Employment Relationship

Employment relationship is affected by a number of elements that can either be categorised as internal factors of the company or external factors of the company. Although it is very necessary to maintain a healthy employment relationship so that desired results can be achieved, yet it is very crucial to understand which factors are impacting mostly on the employment relationship. The first factor that impact on employment relationship is managing the chain of command. Research study has suggested that employees are potential of exhibiting more attentiveness towards their work when they understand who they are need to report and who has authority of making decisions (Berman et al., 2019). Therefore, companies where proper chain of command is being followed, employment relationship is usually foster since they are more actively and attentively involved.

Another internal factor that affects employment relationship is the engagement level of employees; the more employees are engaged, the more healthy employment relationship is. As found in the research of Conrad, Gosh, and Isaacson (2015), employees that are enthusiastic are capable to motivating themselves, however, enthusiasm is based on how well they are engaged at the workplace. Therefore, employment relationship is also dependent on employee engagement as its internal factor.

On the other hand, external factors also have equal impact on employment relationship such as work/life balance. Currently, the reason why most of the employees need flexible working schedule instead of permanent and fixed schedule daily is based on the demand of work/life balance (Wood, 2018). If organisations currently fails to provide some extent of work/life balance, the chances are high that firm would have weak employment relationship.

Similarly, another major external factor that impact on the employment relationship is the availability of other such jobs (Berman et al., 2019). When there is a certain season such as given in the case that local water park hire more number of employees in cooler seasons, it is very much potential that other companies that are competitor of local water park are also hunting for the talent in cooler months. In this situation, employees' relationship is affected as employees understand that they can easily find new opportunities of employment.

AC 1.2 – Difference between an Employee, a Worker and a Self-employed Individual

In order to determine the actual employment rights of employment, it is very important for the employers to clearly define as well as understand the type of workers employed in the company such as the local water park. Being an employer of local water park, it is his duty to make sure that rights of any employee are not violated else it is possible to encounter major claims and trials that can cost heavily on the reputation and financial position of the organisation. In order to identify that person is employee, worker, or self-employed, the employers are required to take contract of individual into the account along with the relationship a person share with the employer.

Employee

In typical manner, employees are identified as the permanent staff member of the company that usually involved in an open-ended contract. Under this situation, employers have almost complete right to direct the actions of employees (Warr and Inceoglu, 2018). Furthermore, the level of flexibility is also little when someone is working as an employee in the organisation. However, employees of the organisation are entitled to more rights of employment as compared to self-employed or workers such as right to be paid at least the National Minimum Wage or entitled to legal sick pay, legislative redundancy pay, and maternity or paternity pay and leave.

Worker

The definition of worker suggest that a person who fulfils the duty and expectations of employees while doing a much of self-employed person. Workers, in general, have comparatively flexible work schedule. However, worker is also under the supervision or control of employer or managers. There is a slight difference between employee and a worker especially under the conditions where workers are involved in zero hour contracts.

Self-Employed

Self-employed people are, in general, easier to determine as they are more commonly involved in running their own business and thus they have no controlling authority over them. In addition to that, people that are self- employed are solely responsible for the success or failure of their business and required to pay taxes (Warr and Inceoglu, 2018). Therefore, people who are self-employed, are essentially their own bosses and they are not entitled to any of the employment rights which include annual leave or sick leaves. Yet, the right of being protected in the form of their well-being is applied which also entails discrimination and equality.

AC 1.3 – Importance of determining the Employment Status of the Individuals

It is very important for the employers or business owners to determine the employment status of every individual working for them so as to hire or engage them for providing services for their business. If an individual is engaged into the business as an employee, then the business act as an employer and consist of certain rights. The research of Sharma and Warkentin, (2018) has suggested that status of employment holds great significant for the employers and for the employees, workers, or self-employed individual for the reason that it helps in understanding their rights along with comprehending the obligations of employers towards employees or workers.

The accurate identification and understanding of status of individual should influence the approach of parties in the entire relationship of employment. In cases where employees and worker both are employed in the organisation may have misunderstood the rights which result in conflict in the employment relationship. Such as in the case of local water park, there are only 25 permanent employees that are certainly entitled to official leaves and benefits, however, workers may not. Therefore, it is important for the employers and employees to understand and comprehend their employment status. Furthermore, to give proper rights to employees as per their status is also very important to understand so as to refrain from any kinds of claims and trails. Since employers who do not completely understand status of employees may end up giving them partial rights as they required which in turn creates the space for employees to make claim and drag the organisations in court proceedings.

Learning Process

Before attending the module, my understanding regarding employment status was totally different or novel as compared to what I understand after attending this module and carrying out this assignment. Earlier, I considered that employment status is either permanent employee or part time employee, however, self-employed individual does not counted in any of the employment contract. After attending this module of employment status, I understood the difference between an employee, a worker, and a self-employed individual. Later on carrying out this assignment, I further developed the understanding and importance of identifying the employment status and the difference between the employment rights of employees, workers, and self-employed people.

Part B

AC 2.1 – Legal Requirements that Address Working Time

In Saudi Labour Law, the article 98 suggests that worker or employee in KSA should not be allowed to work more than eight hours in a single day. Re-adjusting the working hours for any reason should not exceed the total working hours of 48 hour for a single week. Since KSA is a Muslim country, there are specific working hours for the month of Ramadan hence working hour for this month changes to six hour per day as approved in the 38 amendments in Saudi Labour Law. The employer that is carrying out work for more than suggested working hour from their employees or worker may have the possibility of facing certain claims and tribunals for violating the allocated and legal working time.

In the same manner, the labour law article 101 in Saudi Arab suggests that schedule of working hour should be planned in a manner that no employee or worker should work consecutively for more than five hours hence, break time must be allowed for at least half an hour. In this way, as mentioned in the question that one possible problem which has been identified is that the individuals are working very long hours, the employer must consider these legal requirements of working hours so that no employee is able to claim the long working hours as per the legislation.

AC 2.2 Law that protects Parents of Young Children

In KSA, there is no such law present that is specifically be made for the parents working in organisation having young children yet the need suggests that there should be certain law that helps parents of young children in balancing their work-life more effectively. Having young children in life require parents to be more attentive and gives more of their time thus working hours of such parents must be reduced and they should be allowed for flexible working hours. Since flexible working hour concept is not very commonly found in Saudi Arab, there is a need that employees who are parent of such young children must be given with the facility of flexible working schedule. Furthermore, the concept of paternity leave is getting more prevalence in the world but it is most commonly observed that fathers are only eligible for three to five days of paid paternity leave which should be increased to at least 4 to 5 weeks.

AC 2.3 – Legal Issues that must be considered when determining the Pay Levels

One of the very basic and fundamental reason behind working of any employee or worker is wage or salary. Every employee in this world is mainly employed or doing job for the sake of income hence it can be taken as one major motivational factor for the employees. A number of employees change their job from one organisation to another organisation based on the reason of increase in the salary. Therefore, it is very important for the employers to maintain a competitive pay levels for their employees that do not demotivate them from work and helps in retaining the staff within the organisation. The very first legal issue while determining the pay levels which is also very commonly discussed is deciding the pay level on the basis of gender. Deciding the pay level of the individual on the basis of their gender result into gender discrimination at the workplace. Besides this, another major legal issue that must be considered is paying equal level of salary along with benefits if two of the employees are doing the same nature of job on the same level. However, pay disparity can be consisted of several valid reasons which include either education of the employees or experience of the employees. If one of the employees have higher level of degree or more number of relevant certification, disparity in pay is justified. Similarly, the experience level of the employees also hold great impact on deciding the pay level thus an employee which has served the industry for more duration of time should be paid higher salary. In such cases, treating employees equal while neglecting their education or experience may also cause demotivation.

AC 2.4 – Main Requirements of Discrimination Legislation

While recruiting employees, in general, discrimination is considered to be illegal and employers are motivated to refrain from involving in any kind of discrimination at the time of recruiting staff. When an employer reject a candidate on the basis of desirable and essential criteria for the job, it is not considered as discrimination, however, rejecting the candidate on the basis of its age, gender, marital status, race, and religious belief may be considered as discrimination (Zimmer and Sullivan, 2017). Considering the discrimination legislation in KSA, positive discrimination is long-standing there including a number of states in GCC. There are more than half of the population in the country that is of the age of 25 and educated which belongs to female gender thus remained an underutilised workforce. Moreover, private sector is also dominated by the expatriate. In this way, giving preferences to males or expatriates in recruitment while neglecting the actual capabilities should be main requirement of discrimination legislation. Hence, the main requirement of discrimination legislation in the KSA is based on considering the locals for the job as preferably as expatriates and not considering the race, religion, and belief of the candidate for the job as long as these elements has no interference in the type of work they are supposed to carryout. Besides this, there are certain of the other parameters that can also act the requirement of discrimination legislation but the above mentioned factors are most dominant.

AC 2.5 – Breach of the Psychological Contract

Psychological contract is mainly based on the promises held between employer and employee which have a sense of trust as the foundation for any of their social exchange. The breach of psychological contract takes place when employees or employer perceive that another party involved in the contract has failed to deliver as per the promise (Vander Elst et al., 2016). In this way, either employer or an employee, who perceived the breach of contract is most likely to react or respond in a negative manner. The responses may be observed in the form of reduction in commitment, loyalty, and behaviour of organisational citizenship. Due to these responses, the entire environment of workplace is occupied with negative tension hence create the perception that one has breached the psychological contract.

Part C

AC 3.1 – Differences between Fair and Unfair Dismissal

In any company, there should be fair dismissal practice which have valid reasons to justify the termination. However, unfair dismissal which does not have moral and valid reasons to support may cause companies to face significant penalties and tribunals (Davidov and Eshet, 2015). In this way, it is very important to understand the basis on which dismissal can be categorised as either fair or unfair.

Fair Dismissal

Unreasonable conduct is the common reason why employees are being dismissed fairly such as employees involved in smoking, drinking, robing, or abusing with others at the workplace. In this way, dismissal of employee for being rude to customer is fair dismissal due to its abusive nature. Capability is also the reason which may cause fair dismissal of employees such as job require certain certification for the conduction of job and the employee's certification has expired, it is thus valid and fair for the employer to dismiss such employees the example may include the job of driver wherein driving license is must and if driver loses their driving license, it is fair to dismiss an employee. Restriction from law such as immigration status of an employee may also be included in the fair dismissal of employee. Corrective processes must be clarified in a perfect and short way, and elucidated to personnel at the initiation of their employment. In the situation of dismissal, notice must be given by the company before the final closure of employment.

Unfair Dismissal

Besides fair dismissal, there are number of ground for dismissal which are perceived as unfair dismissal such as the reason of pregnancy. If an employer is dismissing the lady on the basis of her pregnancy, it is regarded as unfair dismissal because even law also permits relaxation and leaves during pregnancy thus it is not only unfair but also immoral to dismiss anyone on the basis of pregnancy. Another unfair dismissal that should be carefully dealt with is dismissal on the basis of gender and sexual orientation. Since gender and sexual orientation has nothing to do with job responsibilities, it is very unfair. In addition to that, dismissing employees on the basis of race, age, beliefs, and religion also comes under unfair act of dismissal. All such illegal removal from office can be sued if the minimum warning duration has not been respected or paid. Positive or fair removal from office can be called for when a member of staff is enforced to quit because of the unreasonable conduct of their employer, which can consist of false allegations, harassment, and unexpected modifications in their agreement.

AC 3.2 – Usefulness of carrying out Exit Interviews

Exit interviews are conducted mainly due to evaluate the overall experience of employee within the organisation. The research has mentioned that exit interviews help organisation in identifying the opportunities to enhance their employees' engagement and their retention (Spain and Groysberg, 2016). In addition to that, exit interview are important for local water part so as to have deeper insight into their workplace culture and day to day process along with their employees' morale. With the help of exit interviews with the employees who have left their jobs from local water park, it become more helpful for the company to foster healthy relationship and maintaining a welcoming environment of work. Since 5 employees has already left the job out of 25 permanent employees, it is very crucial for the local water park to retain rest of the employees. In this regard, conducing exit interviews can help in understanding the reasons behind departure of employees. Having exit interview arranged in the organisation, employers can have an informal yet honest assessment of their culture and environment which help in understanding whether their employees are actually satisfied or not (Spain and Groysberg, 2016). Exit interviews also help in understanding the factors which help in motivating employees along with identifying the training needs or improvement in the business process. The feedback in the exit interviews help organisation in identifying the areas that can improve retention of staff. From the perspective of employees, exit interviews help in understanding the flaws in the organisation which might not be known to them earlier.

AC 3.3 – Process for Making Employee Redundant

For employers, handling redundancies in the organisation can be extremely daunting task, however, in certain situations, employers are left with no other option such as local water park has to do in order to cope up with the situation of financial crises. The key elements in the process of fair redundancy process include:

- Issuing warning to the employees regarding redundancies
- Establishing and implementing non-discriminatory and fair criteria for scoring deciding who should be redundant and who should not.
- In the process of making employees redundant, it is important for them to consult with them
- Eventually, the process of making employees redundant obliges the employers to think through a suitable alternative options for employment.

During the process, it is important to select employees transparently and fairly. Random selection of employees for redundancy may not only demotivate employees but also cause loss for the organization as it may redundant some of its loyal or hard working employees. In addition to that, providing support is also the major element of redundancy process since employees that are made redundant will be out for seeking new jobs. Being an employers, you can help in a number of way by making recommendations for them in their new job roles. As local water park is about to redundant 10 of employees due to financial issues, it is their moral duty to recommend those employees so the redundant employees may have job timely.

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3RIA B

AC 1.1 – Reasons why it is Necessary for an Organisation to collect and record HR Data

In a number of research papers, data is being regarded as one of the most important asset for the human resource department (such as: Mayo, 2016). In addition to that, as the technology is getting evolved, the need of collecting and recording is increasing exponentially. Accurate records regarding employees help organisation in a number of ways such as it helps in increasing their efficiency in the process of recruitment, hiring, training, and development. Data can also help in monitoring the performance of employees and identifying the issues in its early phases. Currently, a number of organisation are conducting employees' appraisal processes in their organisation which also needs the collected and recording of data regarding their performance so as to identify which employee is outperforming.

In the prior times, a significant huge volume of data went unused as it is now needed. Currently using big data analytics help in increasing the performance of employees and companies. Today is the era of big data and analytics wherein companies are turning their data into insights (Mayo, 2016) such as using data in order to predict when employees will leave or where to recruit the most appropriate candidate as per the need. Another major reason why it is necessary for an organisation to collect and record HR data is to understand what keeps their employees happy so that they will retain high number of employees in their organisation.

AC 1.2 – Range of HR Data that Organisation collects and how this supports HR Practice

There are range of HR data that an organisation can collect in order to fulfil its HR practice. Two of them are listed and elaborated below:

Supply management information: this HR data help in making sure that decisions that are taken in the organisation with respect to planning and training of employees are based on the actual and real needs hence decisions are justifiable.

Legal Requirements: organisation also collects legal requirements in order to prove that company is hiring employees on the basis and standard of equal opportunities as well as to ensure that any dismissal is also done on the basis of moral and upright grounds.

The organisation also collects statuary records which include national insurance contributions, tax, sickness, hours worked, and book of accidents. This kind of data helps in making sure that human resource department is compliant to all of the requirements regarding regulatory.

In addition to that, organisational records are also collected by the organisation which include absenteeism records, recruitment documentation, learning and development opportunities, and staff turnover management. With the help of these records, monitoring of staffing level and recruitment occur when needed.

AC 2.1 – Systems used for Recording the Data and Methods of how the Data was Stored and its Benefits

Changing from one organisation to another organisation, there are different methods of recording and storing data which has also changed with respect to the era. The first system that is mainly used in every organisation and being used since ages is paper files. HR used to record data in files manually and store them in cabinets. While recording and storing data in this manner, HR have the responsibility of maintaining and arranging the data in way that is easily accessible and remain in a well organised form. This method is still one of the cheap method an organisation can undertake which is also secure from getting corrupt or lost until or unless any destruction takes place. Furthermore, recoding data using this system hardly need any expertise or special requirement. It is reasonably the quicker way to access data which can also be included as its benefits.

However now, time and technology has evolved, data is being stored in computer system using specialised software which have their own backup in the case of data loss. Since technology is making everything running smooth and trivial, system for storing data is also getting smooth which offer number of functionality to retrieved data on the basis of needs. Another benefit of storing data in computerised system beside smooth retrieval is based on its capability to predict future trends which help HR in making some of the meaningful decisions. Furthermore, there is very less chance of data loss since such system have number of backups for the data.

AC 2.2 – Legal Requirements that your Organisation must take into account when Recording, Storing, and Accessing HR Data

For an organisation, one of the major tasks is to maintain the legal requirements while storing. Recording, and accessing HR data. The freedom of Information act is one of the legal requirement that an organisation must take into account since it suggests that request can be made for asking information by the public sector. Considering this legal requirement, it is necessary to increase accountability, transparency, and participation while sorting and recording data. No fake or duplication of data should be recorded so that it may create the chances of scam within the organisation.

Another legal requirement is data protection act which should be considered for controlling how personal information of the people is being utilised by the organisation or department. Hence maintaining privacy while recording and storing the data of employees is very important to undertake for the organisations. The collected data should be safe and secure for the given time duration and should only be used in meaningful purpose that is justifiable. It is found that there are three main objectives of this act that are in focused namely intrusiveness, creating expectations of confidentiality, and maximizing fairness (Re, 2017). Employees also trust in organisation when they provide their personal detail, therefore, it is very important of maintain and embrace that trust and only use data when need in actual manner.

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Part A

AC 1.1 – 6 Influences and Drivers Currently Affecting Your Organisation

Internal Factors

Staff

One of the very important assets for the company is their employees which are the part of their internal environment (Du Preez, Bendixen, and Abratt, 2017). It is very important for them to be effective at their job roles. If local water shop would have proficient employees, it become the source for attracting more business for the organisation and helps in making more profits.

Culture of the Organisation

Organisational culture is also one of the most important internal environments of the company which directly affect the business. If organisational culture encourage employees towards productive behaviour, it may even become the reason for competitive advantage for the company. In the similar manner, if organisational culture is not promoting the productive behaviour, it may even become the reason for the decline.

Money

Regardless of the economic situation of the country, money within the organisation is the key determinant of its success. Having limited resources may affect business in many negative ways and lead the organisation to truncate many of its operations. On the other hand, having many of the resources make every business decision free from limitation and allow many advantageous ideas into the business.

External Factors

Economy

Similar to the money (internal factor), economy of the country as an external factor has a great impact on the business of the organisation. The country which does not have striving economy may have the chances that business in such economy may not flourish as per the expectations.

Competition

Competitors are one of the major external environment that can affect the positon of the business. Having strong competition in the market needs to have strong and instant strategic planning to make their position stable in the market whereas low competition may give relaxation to employers but can also slowdown the productivity of the company.

Customer and Suppliers

Customer and suppliers also have major impact on the business of the local water park as external factor. The cost of services are mainly depends on the bargaining power of customers and suppliers. If the business have high selling prices, it implies that suppliers have high bargaining power whereas, if the business have low selling prices – it implies that customers have high bargaining power. Thus customers and suppliers are mainly the factor that decides the selling price of the business' product or service.

AC 1.2 – 3 Ways that your Organisation might be impacted by these Changes

Considering the change in employees of the organisation, it can either affect positively or negatively. If change bring motivation among employees, organisation can face more productivity and efficiency (Petrou, Demerouti, and Schaufeli, 2018). Whereas, if change bring negative attitude among staff, it can decline the production in the organisation and can even impact on the profitability of the organisation.

Positive change in economy can impact constructively for the organisation as people will be more looking forward to invest in local business considering the point that economy of the country is stable. Since unstable economy have less number of sponsors for the business.

Increase in competition might impact the current position of local water park as it already have less number of employees and increase in competition require the business to perform much higher which is a difficult task with having such less number of employees. Thus increase in competition might shake the competitive position of the company.

AC 2.1 – Four Factors that will be Involved in the Change Process

In any change process, there are certain factors that are involved in order to ease the process of change for the organisation and mainly for its employees. The most important factor is communication. In the research studies, communication is regarded as the key element in maintaining and carrying out the change process (such as Binder, 2016). With the help of clear and concise communication, organisation can bring desirable change. It is also noticed in the research papers that, communication is the major element that is involved in every change process. Another factor is motivation from the management which can boost the process of change. While introducing change within the organisation, it is necessary to boost the motivation and enthusiasm of employees so that they can embrace the change (Allen, 2019). Without proper motivation, change can never be achieved in the desired manner. In some of the cases, motivation among employees is intrinsic hence employers do not need to provide extra motivation for the change. However, in most of the cases, motivation for employees is required extrinsically. In the change process, another factor that significantly contributes towards change is accountability of the employer. An employer needs to remain accountable and act as a leader which makes change process more effective and influential. Lastly, the factor of evaluation is involved in the change process so as to ensure that change is bringing positive and desired results.

AC 2.2 – Compare 3 different approaches in Managing Change

The most common approach in managing change is Lewin's three-step model which is deceptively simple based on the reason that it involves only three of the steps namely ‘unfreeze’, ‘transition’, and ‘freeze’ (Cummings, Bridgman, and Brown, 2016). It does not involve whether employees are motivated for the change or not. It only focuses on how change can be brought. On the other hand, another approach of managing change is Kotter’s 8-step change model which is relatively more complex and motivate employees to accept the necessity of change. It require leaders to convince employees regarding the needs of change instead of directly managing change. This process can be relate with the process of motivating employees since convincing employees for the change may require motivation. Besides these two models, there is another change managing model known as McKinsey 7 S Model which is easy to implement as an analytical framework along with having the capability to measure the influence of strategic change.

<u>Part B</u>

AC 3.1 – Compare and Contrast 3 different Behavioural Responses

Fear

As HR brings into notice about the change, often employees have a fear of loss and compromise regarding the transformations within the setting. This is rational because, in the traditional setting, employees develop their comfort in which they accompany different tasks and activities according to the organizational objectives (Brewster and Söderström, 2017). When such major changes occur in the organization, the most common behavioral response is seen in terms of loss of job security, satisfaction, and demotions. In some of the cases, when the impact of change becomes severe, employees often give up to their responsibilities and thus, they tend to seek other opportunities in the competitive marketplace. Due to these employees, organizational environment is largely affected in a negative way which is why other employees also tend to take stress of the changes that could impact their job.

Encouragement

It is not necessary that all the employees face difficulty in accepting the change decided by the HR; there can be a positive behavioral response from the employees (Shin et al., 2017). Organizational change can be a source of opportunity for the employees where they can learn and develop skills in order to make themselves competent in the competitive professional area. Thus, the change mainly influences their efficiency and productivity which further increases their morale and satisfaction towards the job. The HR appreciates these type of employees and acknowledge their behavior as they are the main source of supporting the change who emphasize on establishing a positive culture in the organization.

Anger

It is not necessary that employees are positively influenced by organizational change; the negative behavioral response is also expected from majority of the employees. In some cases, change within the organization affects hostility of the employees (Fernandez and Rainey, 2017). Anger is the most common reaction that is expected from these employees, as well as emotional outburst that in turn has a critical impact on the overall organization. The consequences of the type of behavioral reaction are mainly associated with frustration that further impacts the surrounding whereas there is a greater possibility of the work and activities to get affected. Thus, anger becomes challenging for the overall organization.

AC 3.2 – Role of the HR and L&D Functions in supporting individuals during organisation change

The role of HR in successfully making the change acceptable within the workplace is challenging but significant as well (Noe et al., 2017). This is because it plays an integral role in becoming a bridge between the organization and employees. However, this requires skills and experience that encourages the professional to positively influence human resources in an effective way. In the current situation, when HR brings into notice about major change, it is important that certain strategies are taken to support the individuals so that they can take maximum benefits from the transformations whereas their reluctance to accept the change can be reduced easily (Muscalu and Ciocan, 2016). Similarly, L&D also accounts some basic practices which are needed to bring a positive revolution in the workplace. Some of the best practices adopted by HR and L&D are as follows:

Communication

The basic practice is to make the employees aware of the change first and the reasons to bring immediate changes in the organization. This is one of the successful ways to strengthen the relationship of the employees with the organization. For instance, HR would hold a meeting of the employees where they are given the presentation about their competitors and successful measures to become the top companies in the industry. Along with this, the HR would share their trends and need to support change so that their employees would be given equal benefits as the organization itself receives. In turn, employees would be satisfied to know the reasons of change along with the evidence which would encourage them to support the strategy easily.

Training Employees

L&D’s major role in the support of change is encouraging employees to learn and develop skills in order to facilitate daily operations efficiently. In this way, employees would be gaining training of the use of technology or the aspects that are decided to be introduced in the organization (Bodla and Ningyu, 2017). For instance, L&D would arrange weekly seminars where different tutorials and sessions would be broadcasted to educate the employees. Furthermore, e-learning would be encouraged so that professionals can easily learn from various online resources available over the internet. This is likely to bring a positive change in the organization because many employees tend to seek resources from where they can upskill their profession.

Establishing Agenda

It is important that HR is clear about the rationale and significance of the organizational change in order to clear viewpoints of the employees. This is because employees tend to know about the reasons and furture of the revolution on the basis of which they can assess their opportunities (Bratton and Gold, 2017). Thus, HR should emphasize on important milestones that both the organization and the employees have to accomplish. For instance, HR should provide clear vision to the employees regarding the change so that there is an effective process of influencing the operations so that major objectives could be fulfilled. In this way, HR would be able to provide an outline regarding the scheduled activities that in turn influence the organization on the whole.

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