**Your name:** Dexter Parker

**Your student ID number:** UD7228BHUB1442

**COURSE NAME: (Doctorate Degree in Human Resource Management )**

**Assignment Title:**

**(BUSINESS MANAGEMENT)**

School**: Business and Economics**

**AIU Advisor:** Cyndy Dominquez

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**Introduction**

This assignment seeks to address the critical concepts of employee behaviors in the workplace by examining the roles and responsibilities of managers as it relates to organizational behavior. It identifies and explains the managerial functions and roles performed by managers and supervisors daily and the application of each in performing or executing their assigned duties.

The course also addresses how culture affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and processes of systems and subsystems within the organization. And how each interrelates and interacts with the change processes and the resistance to change.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the change process. And how best it can aid value to humanity and my personal development within my current organization's management and leadership processes.

This will benefit me professionally and academically within an environment to grow and contribute to society and my community by providing scientific and human relations aspects within the organizational systems of management.

Finally, this course will critically assess organizational effectiveness and implications that lead to effective management and leadership.

**Presentation of the issues**

This study will explore the following performance issues and work productivity at the investigated accounting firm. It will also identify sound solutions to address the problems identified.

**Key Issues include:**

1. No Performance Management and Appraisal System
2. Employee Dissatisfaction and Low Morale
3. No Company Policies
4. Lack of Communication
5. Lack of Employee Motivation
6. Unconducive work -environment

Consequently, the list of critical issues contributed to the Organization achieving strategic goals and objectives. Failure to address the problems identified will result in significant decreases in the consumer base at high levels and profit margins. This will make a substantial contribution towards the achievement of goals and objectives. To this end, both parties benefit.

**The Rationale for the Research**

The hypothesis explored was worth exploring. The study also provides evidence of scholarship and shows a scholarly theoretical base that was relevant. It allows the researcher to compare the views of different authors on the subject in question. This thesis adds potential practical value in assisting the Organization in addressing the performance issues. It offers evidence to shed light on what previous studies have done in the same field by not inventing the wheel. This study also draws attention to any strengths or weaknesses of the earlier studies and offers evidence that will either prove or disprove our research hypothesis.

**Significance of the Study**

The findings are expected to lay the foundation for management within an organizational setting. To agree to those organizational factors that create many challenges for their employees. Primarily affecting employee performance and work productivity. Accepting the employment issues would assist the Organization in achieving high performance and work satisfaction. It will be underpinned by the results and findings that can help the company realize and appropriately provide corrective action to reduce employee dissatisfaction, demotivation, low morale, underperformance, and conflict dilemmas in the work environment.

The findings can be used as a reference point for further research relating to the research area. The results are expected to highlight the existing performance issues impacting the employees' performance and work motivation. The study is expected to help improve employee performance, work satisfaction, employee motivation, conducive work environment for the employees in an organizational setting.

**Research Scope**

This research will examine the significant impact of employees and working conditions on employee performance and increased work productivity.

A thorough review was done before anything else. A bibliographical record was kept of all academic sources used in this study. An analytical and critical approach was adopted, not merely the description or explanation. However, it was possible to show any disagreements between the authors. In this way, it was directly informing the research aims, objectives, and questions alike.

The course also addresses how management affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and motivational processes within the organization.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the change process. And how best it can add value to humanity and my personal development within my current organization's management and leadership processes.

This will benefit me professionally and academically within an environment to grow and contribute to society and my community by providing scientific and human relations aspects within the organizational systems of management.

This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

**Theoretical Review**

This section provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field.

The study is expected to help and sensitize local and international authorities in formulating policies to address the identified issues of Business Management and managerial functions within an organizational setting. The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This course assignment adds potential practical value in assisting the governments with their efforts in managing businesses globally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our research hypothesis

This study used a funnel down approach - a conceptual framework deemed appropriate; linking the views of different authors as applied. The overall aim is to ensure generalizability. It supports and enhances the empirical evidence and the rigor of this study. A copy of the funnel-down approach framework is explained in the body of this assignment.

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**FINAL VIEWS**

The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This Assignment adds potential practical value in assisting the government with its efforts in operating internationally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our study.

In summary, it provides sufficient justifications, the value of this study's inclusion, and its quality. It shared the appropriate procedural steps in carrying out this study. The framework adds value and rigor to the task of addressing the practical research problem.

The authors did not have much control over the main factors contributing to business success within the global market. This assignment draws sound conclusions and recommendations for different stakeholders and further research.

**Summarization of Academic Scholarship**

**Manolopoulos (2008):** Motivation is defined as the forces from within that help people to achieve motivational goals and objectives. Various researchers had argued that work productivity and satisfaction depend heavily on intrinsic and extrinsic motivating factors. Theoretical evidence has suggested that employees who are motivated by these factors understand their job purpose and contribute highly towards the achievement of strategic objectives.

**Deci (2000) and Vanyperen and Hagedorn (2003):** Extrinsic seeks to reward employees with financial benefits, whereas intrinsically the employee is motivated by the work itself and finds it interesting and enjoyable.

**Ryan and Deci (2000):** However, evidence has suggested that intrinsically motivated employees perform the work for their benefit.

**Haines (2008)**: It was agreed by contributes to work productivity and employee satisfaction. To fulfill the needs of employees regarding satisfaction, success, and reward, employees must be motivated by extrinsic and intrinsic aspects of motivation.

**Deci (2001):** Whereas the theory of self-determination suggests that intrinsic motivation is affected by the external environment through the power of sovereignty satisfaction, need, affinity, and perception of capability.

**Grouzet et al. (2004):** intrinsically motivated individual is autonomous while, self-determination theory theorized that extrinsic motivation may differ from the extent to which it is sovereign alongside governed.

**Gagne and Deci (2005):** also suggested the importance of motivating employees intrinsically. His study also revealed the extrinsic factors that reward employees for their performance.

**Olafsen et al. (2015)** the exclusive exercise of motivation that is extrinsic frequently place people in a contract instead of the interpersonal attitude needed to boost the organization, he also said extrinsic motivation is measurable, and they might support the relocation of unambiguous awareness, but fail regularly in the field of unspoken awareness due to its emergent and imperceptible practice.

**Olafsen (2017):** said intrinsic motivation makes it possible for the transfer and generalization of unspoken knowledge beneath circumstances where extrinsic motivation fails. On the other hand, the analysis of intrinsic motivation is divided into categories like hedonic and normative that intermingle with each other, there is a probability it will also interact with extrinsic motivation to supply a whole match connecting people to the organizational surroundings.

**Deci (2004):** Evidence suggests that employee demotivation can result from several negative factors that can harm its strategic objectives. Therefore, management should actively monitor the performance of staff and provide continuous feedback as to their progress, encourage, guide, and support staff along the way to enable their surpassing performance targets, consult with staff on the progress of their career action plans, and link identified needs with available organizational resources and solutions

During the 19th Century, the world economy was mainly agriculture, and small families were learning their jobs by serving an apprenticeship. They develop their skills and abilities by watching the well-advanced employees. Employees were given small wages, housing, and food as a form of compensation. As a result of the Industrial Revolution in that same period, huge factories and sophisticated machines were developed. For the effective operation of these machines, the employees had to be trained. Managers were given the assignment to train them in the necessary skills and set their work schedules. This is how the birth of H.R.M. took place as a discipline.

In 1856, an industrial engineer named Fredrick Taylor developed a theory of Management. The purpose of the study was to analyze the work to determine task complete production. The level of work was divided between managers and employees. The key points that were emphasized were how to improve job efficiency and increase work productivity through their employees' expense. They were provided wages, incentives, times, motion studies, and tasks assigned to each employee based on their abilities and skills.

At the turn of the 20th Century, various departments emerged. They were the first H.R.M. Department that was recognized during the period. These departments were the early departments. Their duties and responsibilities varied from Company to Company. These depts' primary responsibilities were Recruitment and Selection of employees, Training and Development, Time and Motion Studies, Social Welfare, and Union Relations.

According to Christine (2020), the article “ The Evolution of Human Resource Management” sit covers four strategic elements ***“***personnel management, human evolution, pay equity, and job satisfaction**” *“***during the early days of personnel management to its status as a champion of people and capability, human resource management has gone through many iterations, but the theme that has been constant through those iterations is the importance of people to the organizations in which they work.” **Christine (2020)**

*“*As time progresses a shift from Taylor's principles to a more sophisticated system of management. Most organizations on a national and international level were focusing more on people-focused elements within the organization. Such as training and development, Performance Management. This is how the birth of Human Resource Management became a discipline, shifting from manual labor to more sophisticated technology-driven.**”** **Christine (2020)**

***“***Human Resource managers slowly began to be seen as having an important role in ensuring that people were an organizational most asset. Interestingly, as this change took place the focus became more on supporting management to ensure policies and practices were followed, than on the direct relationship with employees and their welfare. This is still of most importance to employees, but the human resource role is the support of management to manage and lead effectively and this includes ensuring that people were treated fairly .**” Christine (2020)**

Managers today spent most of their time addressing employee grievances and other work-related issues that arise. Guiding them through performance and disciplinary matters. As well as delivering formal and informal training opportunities. However, in those days Human Resource Management was seen very much as a support function, a cost to the business that couldn’t be avoided. **Christine (2020)**

***“***The responsibility of Human Resource Managers and Practitioners expanded over time and gradually, particularly since the beginning of the 21st century, we have seen that view as just a cost to the business change to the point where practitioners frequently have a seat at the top table, influencing strategy and affecting business outcomes in ways that would have been unimaginable only a few years before. At an operational level, where we used to see Human Resource Managers and Advisors, who would often spend a significant amount of their time dealing with the negative outcomes of people management, as we see today, they ensure the human resource strategy is followed and communicated throughout the entire organization.**” Christine (2020)**

In transitioning from manual to technological systems of management within the human resource field of study. Research has shown that Human Resource Management plays an integral role within the organizational setting. During this assignment, I was not able to cover all the specific functions that are performed by Human Resource Advisors and Practitioners today. These includes:

“**Recruitment and Training & Development**: Getting the right people and making sure they know what and how to deliver.” **Christine (2020)**

**“Reward Management**: Remuneration, pay equity, benefits, workplace flexibility, performance management, making sure employees are being rewarded in an effective way for their performance .” **Christine (2020)**

**“Culture:** This involves staff satisfaction, engagement, change management, listening to employees and working together to create organizations they are happy to work in.”

**Meeting Legislative Requirements: “**The ongoing issues of meeting legislative requirements, health, and safety, wellness, taking care of employees so they can deliver what ‘s needed and stay well while doing that.” **Christine (2020)**

***“*Strategy:** using increasingly available technology and analytics to ensure that all these elements work together to deliver the best possible outcomes, as well as a positive return on the investment made in all these diverse people management elements.**” Christine (2020)**

In addition, ***“***increasingly underpinning many of the above areas is the development and use of an effective reward strategy. Employees who perceived themselves to be paid fairly and equitably are more likely to express satisfaction in their work. Most HR Professionals today moved away from a simple finger in the air guesswork in deciding how to pay people. They now want access to information on what markets are paying and which markets are the right for them so they can be sure they are not falling behind and disadvantaging employees. They want to be able to take a structured approach to how they pay, so they can be confident of internal equity, and they want to know that people are being paid equitably whoever they are***”***  **Christine (2020)**

Today, “no longer are wages or salaries seen as the only reward for work; now employees want to see flexibility in when and where they work, and they want to be recognized and rewarded appropriately for their performance. Not necessarily financially. Human resource is key to developing and implementing reward strategies that will contribute to employee satisfaction and retaining employees within organizations. That needs to meet their stakeholders’ requirements. Without such strategies, success is much harder to achieve.” **Christine (2020)**

“Increasingly, HRM is now known as People and Culture, or People and Capability Management. And the reason for this, is most organizations have moved away from the idea of the workforce as a single entity resource. What is evident now, is a recognition that those in employment, whatever field, sector, or industry are first and foremost people.” **Christine (2020)**

“Individuals with varying skills, competencies, interests, and qualifications who are working and assisting organizations in achieving their strategic goals and objectives. Based on the theoretical and empirical studies that were done in this field, states that theory and ideally would be the reality.” **Christine (2020)**

The objective of the H.R. Department and its function during this period were to increase productivity and profits.

The essential duties of H.R.M. Departments in this period were Productivity, selecting and recruiting, Training and Development, Social Welfare of employees, negotiating issues concerning industrial relations, orientation, development of policies, Performance Management Systems, Performance Appraisal, and Improvement plans, Reward Management.

**Scientific Management** was introduced in the period 1856 to 1917 by the industrial engineer Frederick Taylor. The theory advocated the application of matters to analyze the work and to determine how to complete production tasks efficiently.

**Taylor Principles**

1. He develops a theory of Management
2. Employees were scientifically selected and trained
3. Employees' skills match the tasks
4. Equal division of work and responsibilities between managers and employees

**Scientific Principles were**

1. Time and Motion Studies
2. Wages Incentives
3. Functional organization

**The Benefits of the Taylor System Technique**

1. Special Incentives were provided
2. Higher wages
3. Shorter working hours
4. Better working conditions
5. Individual rewards for employees based on performance
6. It replaced the value of the payment and focused on the lower-level staff.

**Management Development as a Discipline**

Henri Fayol 1841-1925 – stated that Management was a profession and can be thought of. He was a French Engineer and executive, he stated that Management is a profession and can be thought of. He publishes a book summarizing his experiences with Management. He identified five key functions and fourteen principles.

**MANAGEMENT FUNCTIONS**

1. Planning
2. Organizing
3. Commanding
4. Directing
5. Controlling

**Principles of Management, identified by Heri Fayal**

1. Division of work
2. Unity of command
3. Discipline
4. Authority
5. Chain of command
6. Unity of direction
7. Centralization
8. Equity
9. Unity of Command
10. Decentralization
11. Delegation
12. Planning
13. Performance Management
14. Reward management

**The Role of Human Resource Management Today**

Human Resource Management is simply having the right amount of people in the right place at the right time. It is a strategic and coherent approach to the Management of an organizational most asset. The people working there individually and collectively contribute to the achievements of its goals and objectives. The key activities of H.R.M. today are performed by Line managers and H.R. professionals. Their main duties involve: Human resource planning, recruitment and selection of employees, Performance management, Appraisal assessments, reward management, management development, leadership, Training and Development, Employment relations and Law, Knowledge Management, and Organization Design and redesigning. These are the key activities that emerged because of the industrial revolution, scientific Management, and the Human Relations Approach in the early 19th Century.

Managerial Roles of a manager/primary roles:

* Interpersonal

1. Figurehead- attend the employee retirement ceremony
2. Leader – encourages employees to increase performance and productivity
3. Liaison – coordinate activities of two committees

* Informational

1. Monitor - scanning business work for information about competition strategies
2. Disseminator – send out memos outlining new policies

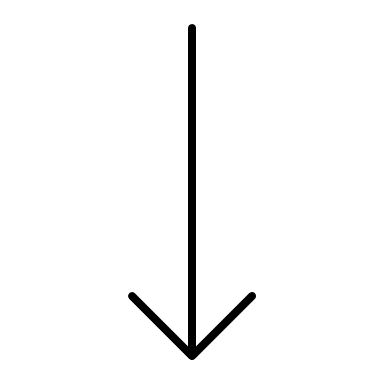
* Decisional Making

1. Disturbance handlers – resolve disputes
2. Resource allocator – allocate budges requests
3. Negotiator - settle new labor contracts

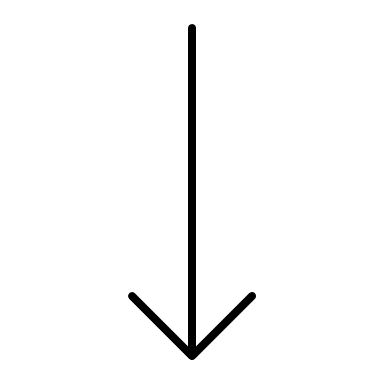
**Critical managerial skills**

* Conceptual - skills used in abstract thinking
* Technical – having the skills to accomplish specific tasks within the organization
* Human – knowing to do the job
* Interpersonal – skills used to communicate with understanding and motivating employees within the groups or teams.

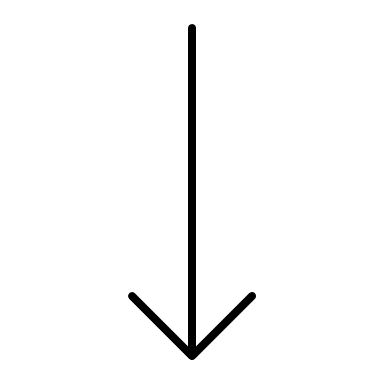
Managing Director



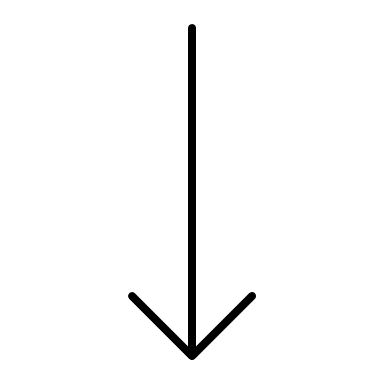
General Manager



Sectional Managers



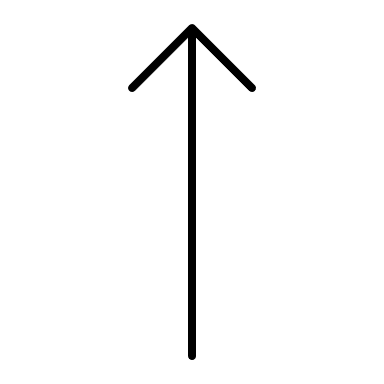
Supervisors



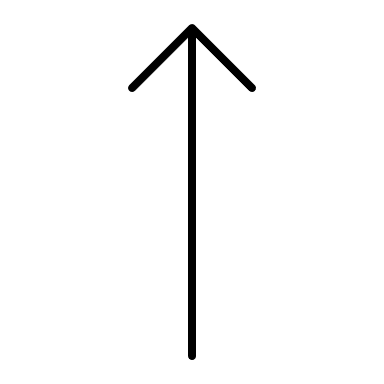
Staff and Employees

**Upward Management**

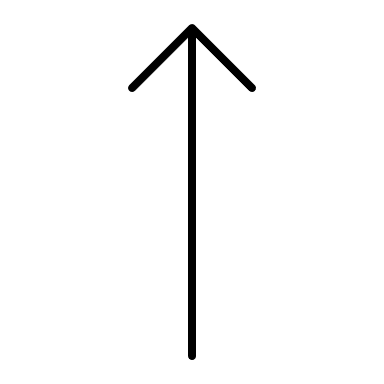
Managing Director



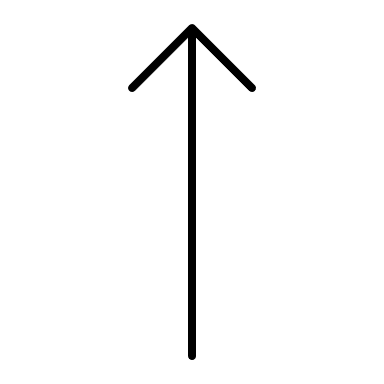
General Manager



Sectional Managers



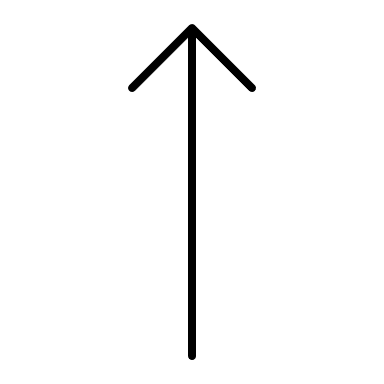
Supervisors



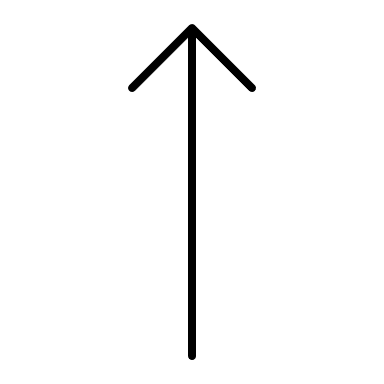
Staff and Employees

UPWARD

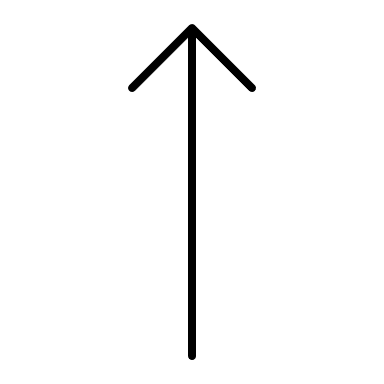
Manager -Production



Assistant Production Manager



Production Supervisor



Workers

**Common Financial Terms**

Accounts receivable: These are monies collected from customers, such as individuals and corporations, to another business in exchange for goods and services. They usually are in the form of credit and become due quickly. Most individuals in these corporations may be required to pay back the line of credit in a matter of a few days or 12 months. Accounts payable is when a company incurs financial debt with suppliers and other creditors. It is further defined as the outstanding bills of the business. It is also shown on the balance sheet, accounts payable are recorded as current liabilities.

Notes Payable are referred to as short-term obligations evidenced by promissory notes. The proceeds of the letters are used to purchase current assets. Choi and Meek (2008)

Current Liabilities: includes salaries, interests, accounts payable, bank loans, bank overdrafts, and taxes. On the other hand, liabilities must be paid within one calendar year. Employees' benefits can also be placed in the category of current liability. These include retirement plans, health insurance, and bonuses. Powers and Needles (2011)

Equity represents the net worth of a business. It is also known as stockholders’ equity; the financing can be put into three categories.

1. Stakeholders may purchase shares.
2. Business owners can invest their funds, inheritance mortgage refinancing and savings, etc.
3. The formula to measure equity is assets minus liabilities on a balance sheet.

**Financial Reports**

The balance sheet summarized the assets, liabilities, and shareholders’ equity. The main purpose is to show what the company owns and owes at a specific time. It also serves as a check and balance system. Assets = Liabilities + Shareholder's equity

The income statement is the financial document that demonstrates how much revenue and profit the company has generated within a set period. statement of revenue and expenses. The report is divided into two parts.

1. Operating activities
2. Non-operating activities.

After the stock market crash of 1929, annual reports became an integral component of corporate financial reporting. It is a yearly publication depicting an organization's operation and economic conditions. The front section of this report contains a graphical representation of the company’s performance. The latter part of the report possesses detailed financial results and operational data. Charles and Williams (2005)

Annual reports must be submitted every year regardless of the financial gains or losses. If the information is not offered or completed, the registered business name will become inactive via the Florida Department of State. And in my country, the Turks and Caicos Islands Financial Service Commission TCI. For the business to re-activate the industry, filing status will be required. The company will have t submit a reinstatement filing report and pay appropriate fees. Choi and Meek (2008)

**Financial Ratios**

Current ratio – Ratio of existing assets to current liabilities. Provides information about a higher current ratio since it reduces their risks. The current balance equals existing assets plus current liabilities.

Quick Ratios, like current ratios, the purpose of quick ratios is to measure an organization's liquidity. However, unlike the current balances, the short ratios do not include inventory in the existing assets. The list may contain items that are difficult to liquidate. Powers and Needles (2011)

RETURN ON ASSETS

It measures how effectively the firms' assets are utilized to generate profits. Return on Assets is one of the profitability Ratios to determine the firm's viability. The shareholders use it to evaluate the success of the organization. Powers and Needles (2011)

Assets Turn–Over Ratios indicate how efficiently a firm uses its assets. Two common types of asset turnover ratios. These includes :

* Receivable Turnover – it measures how quickly a firm collects its accounts receivables.
* Inventory Turnover indicates the number of days’ worth of inventory on hand.

EMPLOYEES COMPENSATION PACKAGE

To compute an employee's total compensation package, it must include the following listed below :

1. Basic salary
2. Health, Dental, and Vision
3. Disability/ Life Insurance
4. Tuition Reimbursement
5. 401-K Plan

**Basic Benefits**

1. Medical -Dental and Vision
2. Life Insurance Plans – Term and whole
3. Disability Plans- Short term and long-term policies

PAYROLL CALCULATIONS

Payroll terms

* Gross pay is the total or agreed-upon rate of income before any deductions are made.
* Overtime – Hours worked beyond the regular hours.
* Deductions – amounts subtracted from the gross pay
* Net pay is the amount left when all deductions are taken out of the gross income, which is the amount found on the paycheck.

W-4 is an allowance certificate used for the current federal income to be withheld from pay

**Deductions are as follows.**

* Federal Withholding Taxes
* State taxes
* Social Security Taxation – TCI NATIONAL INSURANCE BOARD AND NATIONAL HEALTH INSURANCE BOARD.
* Medicare

**Gross pay Calculations**

Multiply total hours worked by the hourly rate, 3 hours X 10 hours =340 per week

For example, Dorothy decided to work 42 hours. The gross pay would now come out to 40hoursx14=560 + 2hoursx 21=42=602

* 14hours x1.5 =21 time and half rate
* 14hrs x 2=28 double-time hourly rate
* Social Security Taxes, Multiply Gross Pay by the Rate
* 340 x 6.2% =21.08 if necessary round to the nearest

**BUDGET PREPARATIONS**

It assists the organization in the following ways:

1. Prevent careless and wasteful spending.
2. Organized sources of income
3. Achieve the most from income earned
4. Avoid money worries and financial problems by understanding proper savings, spending, and borrowing money methods.

How Money Grows

1. Money paid by the financial company to the savior for using their money is called – "Interests."
2. When the interest is computed on the original principal plus accumulated interest this is called – Compound Interests

**POTENTIAL SOURCES OF INCOME**

Here is a list of possible sources of income:

1. Salary after taxes
2. Earnings from investments
3. Alimony
4. Pension Plans
5. Government or private
6. Inheritance
7. Interests earned on savings

Some expenses below should be included when constructing a monthly Budget.

1. Rent / Mortgage
2. Utilities
3. Automobile payments
4. Insurance Automobile and life insurance
5. Gasoline
6. Car repairs and maintenance
7. Groceries
8. Personal care

**How to create a budget:**

1. The income should be higher than the expenses
2. Financial experts recommend saving at least 10% of a person's dependable income each pay period. An individual will have money for future expected or unexpected needs by keeping this amount.

**BANK RECONCILIATION PROCESS**

Credit Management, in understanding the process, of credit record bureaus, every person who utilizes credit has a credit file. Each time credit has been used, information on the transaction will appear in the accumulated contents transmitted electronically to one or more of the national credit bureau agencies. These credit bureaus issue credit reports about consumers. The credit report serves as an evaluator for either granting or denying credit.

**Getting started with credit begins with the following**:

1. It begins with opening a savings account and putting money aside into this account.
2. Upon building up funds in the savings account, open up a checking account
3. Use parents' assistance in applying for minor credit obligations i-e department stored.
4. Take out a small loan from the credit union.
5. Apply for a Bank Credit Card check the application carefully and ask about the income limits

**Credit Rating analysis**

1. A – is referred to as an excellent credit rating. The customer must pay bills before the due date
2. B- Good credit rating. The customer must pay bills on the due date or within a 10-day grace period.
3. C- Fair Credit Rating – The customer usually pays all bills within the grace period, but occasionally takes longer.
4. Poor- Credit Rating. A person who has failed to pay back the debtor filed for bankruptcy.

**FICO Credit Score**

The score evaluated an individual's creditworthiness based upon the information contained in the person's credit report and his/her debts – to income ratios.

* Highest FICO is – 850
* Lowest FICO is- 300

A score below 660 may equate to trouble obtaining credit or paying a higher interest rate for financing.

**Credit Reports Overview**

Information on the credit report stays on the file for 7 years. In case of bankruptcy, it stays on the file for 10 years. If denied credit an individual is entitled to a free credit report upon 30 days written request.

Credit Reports are divided into the following sections listed below,

1. Identification
2. Summary of information
3. Public Records
4. Inquiries
5. Trade

The inquiry sections show the number of inquiries within the last 6 months.

How to Manage to credit:

1. Stay within your Budget
2. Pay all bills on time
3. Develop an excel spreadsheet to keep track of monthly obligations
4. Pay more than the minimum payment only covers the interests
5. Avoid credit card add on programs
6. Pay off accounts with a higher interest rate first.
7. Do not open new credits simultaneously
8. Monitor a free copy of your credit report once a year.

**Maintaining a Workforce**:

* Recruiting, Selecting & Onboarding Staff

**Maintaining a productive workforce:**

* Managing vacancies (turnover and promotions) and ongoing changes

**Anticipating turnover plus future needs:**

* Succession planning (talent development) for critical roles that will become vacant

Planning re overall resourcing needs in line with org strategic plans (right no’s, right skills, right place) – talent development?

**Motivational Theories**

The motivation of employees is an important key in our project and has a big influence on achieving the project goals.

The case study identifies an unmotivated employee, the level of his demotivation could be overstated by his basic needs. Motivating employees is necessary for achieving organizational and individual goals.

**Self –Determination Theory**: Focuses primarily on work productivity and increases work satisfaction towards works towards motivation and integration.

As project managerial leadership, we need to consider the factors that can motivate Kevin to assist him in minimizing the dissatisfaction and help him to stay motivated at his work, as well as knowing the cause of his demotivation.

**Intrinsic Motivation:** The employee is motivated by the work itself. It finds work interesting and enjoyable.

**Extrinsic Motivation:** Primarily focusing on output production and performance.

Motivating employees are essential and can be done by notifying them that the more energy he puts into their work, it will increase their performance and be awarded.

**Causality Orientation Theory:** This theory focuses on individual characteristics and behavioral factors that can affect employee behavior in the Organization.

**Basic Psychological Needs Theory:** Focus primarily on the promotion of an environment culture that emphasizes giving and receiving feedback and the adoption of positive reinforcement, techniques, in which appropriate behavior is rewarded.

There is a need to use a problem-solving technique, problem identification, definition, analysis, developing solution, recommendation equally implementing explanations as project manager and employee.

**Expectancy Theory for Motivation**: This theory assists management in promoting high levels of motivation in the organization. high level of expectancy focusing on Instrumentality, valence outcomes, etc. put them into different categories separating efforts, that contribute to motivation, employee performance, and output production. It is highly utilized by management in setting and planning performance goals and objectives etc.

**Needs Theories:** Suggest that to motivate people, management must ensure what needs people are trying to satisfy employees within the organization

The Theory of Equity focused on compensating employees for their performance

by providing financial and non-financial incentives.

**The Goal-Setting** Theory also indicates that most managers contribute to increasing motivation and performance by ensuring alignment with organizational, departmental, team, and individual objectives when setting performance targets for each employee and their development career. Identifying resources needed for the achievement and definition of career concerns, and ensuring that the relevant issues are reflected in the performance appraisal program, etc. (SMART )

**Learning Theories:** These indicate that management provides employees with the tools needed that would contribute increase employee motivation in achieving the desired result target. It also suggests that management should have active communication of the expectations and implications of the performance management system. The key is that all employees must understand the importance of filing the main roles. It is done by relating the concepts to personal issues, explaining the issues, and applying the benefits of the system to future and current needs “ personal and professional development, positive attitudinal and behavioral changes, recognition, and rewards”.

Active encouragement of career planning and continuous self-examination development through traditional communication channels such as internal newsletter and staff notice boards. Promotion of an environment /culture that emphasizes giving and receiving feedback; and adoption of positive reinforcement techniques, in which appropriate behavior is rewarded, for example, an employee who constantly seeks feedback receives Honorable Mention in the Newsletter.

**Summarization of Leadership Theories**

**Authentic Leadership:** This theory facilitates the progression and development of their employee’s careers. Specifically setting targets or standards that are smart. Providing continuous feedback and evaluation of employee performance against the target.

**Participative Leadership**: The leader makes decisions by soliciting input from employees. It allows the team to decide on how the task will be performed and the leader maintains how the members will evenly distribute the workload and control.

**Directive Leadership:** It encourages collaborative efforts in achieving clear and well-understood performance standards or targets. Employees are the organization's most asset and set smart performance targets that are aligned to the organizational strategic objectives.

**Distributive Leadership:** This style of leadership constantly supports, promotes, and reinforces performance standards, and enhances employee performance that will positively contribute to the organization maintaining its competitive position. It allows operational-level managers to perform roles.

**Visionary Leadership:** Focus on increasing the motivation of its workforce, maintaining, and retaining quality talented employees by strategically aligning individual goals to their vision. That will contribute to the achievement regardless of the challenges.

Being an effective leader has a lot of advantages for this project such as maximizing and exploiting the efficiency of the business to reach the project goals, handling problems, and building the morale of the staff such as in Kevin’s case, as well as providing guidance to the team, etc.

**Performance Management**

The performance management system that exists in the Turks and Caicos Islands National Insurance Board, was developed to ensure that all employees understood the policies and procedures clearly. It also serves as reference material in the development program for administrators and employees who will be participating in the system. Organizational culture refers to the set of beliefs, attitudes, actions, and behavior that typify the members of the organization. A performance culture is a variation on the theme and refers to the beliefs, attitudes, actions, and behavior that actively promote and reinforce the achievement of the organization’s goals. A performance culture is characterized by the predominant belief that organization members should :

1**-Tie performance to organizational goals and actively work towards the achievement of overall targets.**

1. Proactively seek and respond to feedback / self-development opportunities
2. Understand how their actions add value to the organization
3. See the benefits of change and willingly embrace it
4. Having a performance-oriented culture supports the achievement of performance goals of the performance management system. By :

* This leads to a common understanding of what the organization is about and the significance /impact of the individual contributions
* Creating an environment in which performance is looked at in terms of how things are done, not merely what is done.
* Encouraging employees to take responsibility for their performance and development.

**2- Developing an appropriate culture:**

Culture techniques: Culture change cannot occur overnight. However, management can foster the development of an appropriate culture by promoting positive actions that seek re-in force the desired behavior. it is suggested that there should be :

* Clarity with regards to what should be aimed at and the changes to make
* Constant and consistent communication of the need for / benefits of change and the new values to emulate
* Establishment of a clear leadership structure, for example, a Performance-Based Management System (PBMS) Team with the authority at the highest levels of the organization
* Provision of appropriate guidelines to staff output focused job description, standards/ targets, etc
* Positive reinforcement for example ( recognition, rewards) for staff who demonstrate the desired behavior
* A monitoring and feedback system that will always monitor and evaluate progress regarding the change effort, and suggest corrective recommendations when progress seems to be behind the target.

**Key Success Factors**

The key to success in achieving sustainable culture change is the establishment /existence of a :

1. The supportive structure that constantly promotes and reinforces the new culture, having clear and well-understood performance standards/targets. There should always be active promotion by management of the new culture and consistency in the messages management sends.
2. A clear line in sight between the new culture and the way jobs are performed/standards expected. In short, how the new culture will impact daily performance needs to be understood.
3. Commitment and buy-in of all members of staff

Finally, all members of the organization must be seen to be involved in the process. As such change cannot be seen to be a process that is driven by the Human Resource Department alone, as line management must be seen to be a critical part of the leadership system.

**The stages in the managing performance :**

1. Identify and agree to performance objectives
2. Ongoing support & review of the performance
3. Formal review & appraisal performance

**Roles and Responsibilities**

The assignment in the filling of key role and responsibilities are essential to employee motivation and performance within the organization. These roles must be properly identified and communicated as the effective performance of the key tasks involved will support the goals and objectives of the organization. By Supportive Leadership, Motivation, and Team Building efforts; communicating reasonable expectations as to the behavior desired from each employee in the organization; leading to the alignment of corporate, individual, and team objectives; and enabling the creation of the “Buy-In” this is necessary to support appropriate culture.

The examination of roles and responsibilities of each stage

**Stage -1 Identify and agree with performance objectives:**

Outline line of sight between individual and strategic goals- provide a clear understanding to the staff of roles and importance of Employee's job in achieving objectives.

Ensure alignment of organizational, departmental, team, and individual objectives when setting the performance targets of each member of staff and their development programs

Identify resources needed for the achievement of targets

Define employees' career concerns and ensure that the performance appraisal program reflects the relevant issues.

**Stage -2 Ongoing Support and Review of Performance:**

Actively monitor the performance of staff and provide continuous feedback as to their progress

Encourage, guide, and support the team along the way to enable their surpassing of targets

Consult with staff on the progress of their career action plans and link identified needs with available organizational resources/solutions.

**Stage-3 Review and Appraise Performance:**

Have objectives, fair and balanced basis for assessing performance as an example. One or two critical incidents should not be used to judge performance for the entire period. Similarly, appraiser biases such as personality preferences should be eliminated when appraising employees. The possibility of discrimination can be reduced using appraisal methods such as a standard, objective yes/no checklist. Setting smart performance objectives and recommended improvement options to be pursued

Managers should also assist staff in getting access to these improvement options if available in the organization.

**Final stage - Responsibilities of the staff:**

The staff members should not be passive participants in the Performance Management Process. Instead, they should actively use it as a tool that facilitates the progression and development of their professional careers. Specifically, the performance management system targeted – the setting process should spur the result of a career action plan stating career goals and outlining the activities involved in attaining these goals and objectives. The continuous feedback and evaluation process should then measure actual progress against this plan and determine the revisions or self-improvement options to be pursued. Of note, staff should take responsibility for proactively seeking feedback on performance throughout the year and acting on the information obtained. Human Resources Department provides more information to manage the Appraisal system process.

The work planning process involves the identification of input requirements and activities that are required to achieve the final outputs and the desired outcomes. In doing so, the process considers the purpose of the job, and the relationship with corporate, departmental, and section/ unit objectives and outputs.

The work planning activities which are relevant to the completion of the Performance Appraisal Form include:

* A review of the previous year’s performance against the targets
* Determination of the new targets and outcomes which should be “specific, measurable, achievable resourced and time-bound.”
* Analysis of the gap between the new and the previous targets
* A determination of the activities required to achieve the new targets
* A review of the standards of the activities and the finalization of the new targets.

In reviewing the resource requirements, the analysis should include :

1. Competencies such as these contribute to the achievement of both the intermediate and final outputs.

As a component of the overall performance management system, the organization conducts formal assessments of the job performance that are used to determine employees’ achievement against predetermined standards of their job and the overall organization. The performance management system for the respective organization requires that :

1. Assessments are based on the period April 1st to March 31st of the same year
2. Interim Appraisals be completed between October 1st and November 31st of each year.
3. Final appraisal of the performance of incumbents against the predetermined targets/standards is carried out during the period April 1st and May 31st of the preceding year, during which new objectives will be set in keeping corporate, departmental, and section unit objectives for the new year.

**Below is a cause-and-effect diagram showing these correlation results. Fishbone Diagram Cause and Effect Analysis**

***Effects***

***No Company Policies No Performance Management System******Lack of******Communication***

***Causes***

***No employment contracts Appraisals are done No feedback on performance.***

**No disciplinary policy Employee lacks knowledge Ineffective communication*.***

***No Employee Record System*  Unfair assessments are done Lack of communication skills*.***

***Problem statement: The impact of employee relations and work environment on employee performance and productivity***

***Low quality of applicants No promotion opportunities Breach of psychological contract***

***Low productivity Lack of Knowledge Laidback management style.***

***Lack of skills and knowledge Lack of trust Work Distractions.***

**Employee Frustration Lack of positive support Informal groups**

***Lack of Motivation Employee Dissatisfaction Work Environment Distractions***

From what I have read and the analysis above managing performance in the workplace has become a vital issue for many organizations today, especially with the increase in diversification in talents to other areas and continents.

This problem has only increased. Here the need for employee relations has become vital. The above diagram underpinned all current issues that indicate the leading cause and effects. It also illustrates sub-employment factors that negatively impact performance and productivity.

The analysis concludes that the organization must appropriately be addressed all work problems. Failure to do so can result from organizational goals and objectives not being achieved. The fishbone application technique was most appropriate for identifying the main issues in this organization.

**Organizational Control**

It is the system used by management in monitoring and regulating ensuring that the goals and objectives are achieved. It is valuable to the organizational success or failure. It is the catalyst that drives the workforce and contributes to the achievement of performance targets and high-performance output production. It’s a managerial tool that is utilized by most organizations.

**Control systems**

**These includes :**

Finance Departments- managed organizational financial performance

Performance management system: setting organizational strategic objectives and performance standards and aligning them to the strategic plan.

IT Department: ensures that all employees are aware of policies and procedures related to their respective or assign jobs. And provide feedback mechanisms such as feedforward, concurrent, and feedback controls.

**Control process procedural steps**

1. Identify and agree to performance objectives (specific, measurable, attainable, resourced, and time-bond.
2. Ongoing support & review of the performance
3. Formal review & appraisal performance

**Bureaucratic Structures**

There are two types of organizations

* Mechanistic
* Organic

Mechanistic Organizations are highly formalized, but organic ones are not.

Characteristics of Mechanistic Organization: this organization is characterized by

1. A specialization that has a high degree of field of task or jobs
2. Supervision: is an essential characteristic of this structure. Specialized task one supervised and coordinated by immediate supervisors
3. Comprehensive job description: outlines what needs to be done. It defines the degree of authority, privileges, responsibilities, and obligations
4. Hierarchy structure: structure of control
5. Centralization – decisions making at the top of the hierarchy of top management
6. Hierarchy relationships- this shows the tendency for vertical interaction between organization members. Supervision of subordinates
7. Hierarchy control shows a tendency for operations and working behaviors to be governed by the supervisor.
8. Loyalty to supervisors is the insistencies on loyalty to the organization and obedience to superiors as a related condition.
9. Localized Experience - This is the attachment of greater importance and prestige to internal than general knowledge experience and skills.

**Characteristics of Organic Organization**

1. Specialized knowledge and experience in highly technical people skills and abilities
2. Individualized Task
3. Broad commitment- This is the spread of commitment to the organization beyond any restrictive technical definition
4. Lateral communication- across all levels.
5. Commitment to the organization involves a commitment to the organizational method rather than operating material progress and expansion.
6. External affiliation: This is the attachment of importance and prestige to cooperation and expertise that are valid in the industrial technical, and commercial fields external to the organizations
7. Redefinition of the task is characterized by the adjustments and continual redefinition of an individual's tasks or jobs through interaction with others.

**Management by Objectives**

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**Bureaucratic Controls**

Policies and Procedures that regulate employee behavior in the workplace.

Disciplinary Procedural Steps:

Section 63.2 Policies and Procedures, in dealing with unethical conduct within the National Insurance Board TCI

WRITTEN WARNING

1. They were given in the first instance of more severe offense or after the repeated model of minor irritation.
2. Must be administered by the employee's immediate supervisor.
3. Must state the exact nature of the offense.
4. Must specify any future action to be taken if the offense is repeated within a limited time.

Steps for preparing a warning letter.

* Identify and consider the problem.
* Meet with the employee.
* Create your letter of warning.
* Identify the performance or conduct issue.
* Determine whether the problem is severe, minor, and a first-time breach or a repetition of a minor violation.
* Consider how long the problem has existed.
* Determine whether the problem requires a written warning to be issued.

Step 2 – Meet with the employee

* Inform the employee of the purpose of the meeting in advance.
* Point out the specific performance or conduct issue(s)
* Clarify your expectations of the employee.
* Agree on solutions to improve the situation.

Step 3 – Development of warning letter:

* The warning letter should include:
  + A date to review the employee’s progress.
  + The action that will be taken if performance/conduct is not improved.

Step 4 – Issued the letter to the individual.

* Document the details of providing the letter (time, date, who was present, what was said, etc.)
* If the employee does not sign, get a witness to confirm in writing.
* Copy to be provided to Director, Deputy Director, H.R., HOD

Formal and Informal Learning gain

I will also ensure that a standard of performance is set for all employees. They must have clearly defined targets and standards which is acceptable and can be used to judge their progress. I will ensure that each employee is satisfied with the level of learning provided, in addition to establishing the platform to determine whether they can learn under difficult circumstances and whether their development needs are being met.

Currently, I manage the Compliance Department and supervise five Compliance Inspectors. My role as a Senior Compliance Officer involves training and development, assisting with the development of all training programs that are designed to address performance indicators and areas of improvement, guiding all compliance staff, and ensuring that all targets are conscientiously pursued and achieved.

Throughout the year performance is evaluated in line with the Turks and Caicos Islands National Insurance Board Performance management-based system. I apply the performance cycle, setting smart goals, and monitoring performance in quarterly and annual reviews.

**Planning stage**: I set performance targets for the fiscal period, and both I and the employee agreed by signing and dating.

Monitoring stage: I will meet with employees on a weekly and quarterly basis, to evaluate performance against the agreed target.

**Review Stage:** I will evaluate the overall progress of employee performance, to determine whether goals were achieved. I provide the incumbent with a copy of his last assessment for the previous year. During the meeting, he is provided with a current job description. After the meeting the incumbent is provided with a copy of his current job, listing all areas of key knowledge, skills, and experience that need improvement. Here courses are identified, and the personal, academic, and professional development plan is recommended. The development plan is agreed upon by the supervisor and employee. The planned objectives are reviewed by the date agreed. The learning outcomes from my career professional development plan have motivated me to continue looking forward to advancing my career, by pursuing self-study and training to enhance my technical and interpersonal skills. Seeking out and participating in opportunities aimed at being a more effective leader. Evaluating my development plan initiatives and scheduling performance meetings with staff members to obtain the resources needed to make their job more productive and satisfying.

The development will focus on broadening skills and knowledge for future responsibilities and promotional opportunities within my present organization. Ensuring that lines of open communication across all levels of management, active involvement of staff in the decision making, and ensuring transparency and directing of information are done effectively.

**Strengths and Weaknesses of the Assignment**

This research was limited to desk research only for the foreseeable future etc., in the wake of the current and changing legislation. The researcher had to reach most of the participants via email; this was one of the key challenges in collecting the primary data. The researcher considered a few alternative ways of obtaining data.

Some obstacles presented were the length of the survey. Some did not respond, did not provide email addresses, blocked the survey from reaching the targeted audience, and therefore, the writer received a low survey response.

The survey strategy was a safe method for collecting the primary data for myself and the participants. It was challenging collecting preliminary data, but in the wake of the current Pandemic, the study concentrated on desk research using a mixed-method approach. All other options, such as interviews and focus group discussions, were no longer an option.

The learning gained an understanding of key concepts of how countries interact on an international level. The impact of Industrial Relations and law brings countries closer where each country depends on each other for trade.

Secondly, the importance of operating ethically, making the employee relations align with the code of ethics that sets standards to be complied with. Thirdly, the cultural and social influences if not respected, can negatively affect the employment relationship. Fourthly, Communication is an important ingredient that contributes to effective good industrial relations for parties involved in the process. Also, governmental policies and regulations play an important role in industrial relations by influencing their political and employment policies, whether they are isolationist, conservative or liberal, etc. In summarizing all the key concepts in industrial relations and law management, I am now able to expand my knowledge in exponential growth in forming my own business and contributing to the

This course has prepared me with an extensive level of knowledge that can assist and make valuable contributions to the organization's strategic goals and objectives. Increase in work efficiency and effectiveness. An increase in employee motivation will drive up to work productivity and satisfaction. Finally, the ability to create an environment where people can grow intrinsically and professionally.

**Conclusion**

This course has provided me with an environment to perform professionally and rewarded me with a substantial level of experience and knowledge in the field of managing performance strategically. It also equips me at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure, and review the performance of the organization in terms of indicators and targets for efficiency, effectiveness, and impact.

As a member of the (management team) leadership of the National Insurance Board, how important is it to you in fulfilling your role, to have an organization that is aligned with strategy, structure, systems, and employees.

In my view, it is very important to the objective of the employment relationship in optimizing my output in terms of quality and quantity, thereby improving the company’s overall performance and service delivery. I proposed that the organization adopts coaching, mentoring, and counseling strategies, to help gain employees' attention to the key issues affecting performance. Focusing on the detail and relevance of the conversation to those key issues and creating a positive feedback loop. In addition, focusing on what is working as well as what is not working. Finally, this course added substantial value to my personal and professional development, on local, national, and international levels ensuring that all leaders, managers, and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

It provided me with the foundational knowledge of managing within a global system of business. Covering all the key terms that are commonly used in the business world, such as types of business that exist today, Nonprofit, Sole proprietorship, and Limited Liability. Ecommerce etc. It has also provided me with global knowledge in risk management strategies that can assist in maintaining a competitive advantage against our business rivalries. in performance and execution of the main functions, Planning, Organizing, Staffing, Directing, Controlling, and Budgeting.

The knowledge gained will help me in the current job where I am presently employed as a supervisor and managing a department of five compliance officers.

How will it support me in my work – life? The knowledge gained from this study is timely and beneficial for me personally and in my work life. It aids me with the standard principles of creating an ethical work environment that can apply the accommodative and proactive disciplines to confirm commitment and dedication to accomplishing personal and organizational goals. It has dramatically equipped me with the theoretical and practical foundation that will allow me to be more sensitive toward unethical situations in my work environment and proactively address them.

Recommendations

This chapter gives an overview of recommendations given for others to consider for future situations and for implementing the plan of this assignment. New initiatives should be delivered through local management. The assignment recommended that the organization implement an effective Performance Management and Appraisal System that will assist the organization in evaluating performance on a quarterly and annually basis. The system will also help in determining whether strategic goals and objectives are being met or not. Understand what is expected from the incumbents, when it is expected, and what standard is expected. Determine whether performance objectives are being met. Understand the employees' critical areas of accountability. Make qualified decisions within the employees' competencies and avail them of learning and development opportunities to meet their performance targets competently.

Specific objectives to be implemented include:

1. The establishment of a performance and learning culture.
2. Encourage upward communication and the adaptation of a participative and democratic leadership style in alignment with the organization's strategic direction.
3. Manage, and encourage jobholder’s development needs; evaluate performance fairly and objectively. (**Job Description and Job Specification**)
4. Recognize fully effective and better performance categories and manage classes of performance that are not fully effective and lower.

Limitations of the assignment

This assignment was limited to research material in the wake of the challenges it anticipates a foreseeable future etc. I had to focus primarily on the current work environment and my personal work-life experiences to effectively address the assignment question ***“***Business Management**”**. It was difficult in getting primary data from within due to the availability of staff for an interview. This was no longer an option and most of the participants were reached via email; this was one of the key challenges in collecting the primary data. Overall, the obtained information was beneficial to my work-based, personal, formal, and informal learning development for future responsibilities.

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**STATEMENT OF ORIGINALITY**

**Student Name:** Dexter Jermaine Parker

**COURSE NAME:** Doctorate Degree in Human Resource Management AIU –

**SCHOOL:** Business and Economics

**Assignment Title: (BUSINESS MANAGEMENT)**

**Student ID number**: UD7228BHUB1442

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

**Student Signature Date: June 9th, 2022**

**Dexter Parker**