

Strategic Management Planning

Understanding to Organisational Culture,
Workplace Behaviour, and Internal
Stakeholders

**IMPACT OF THE EXTERNAL CONTEXT OF
THE ORGANISATIONS REWARD
ENVIRONMENT**

Theories

Incentive Theory

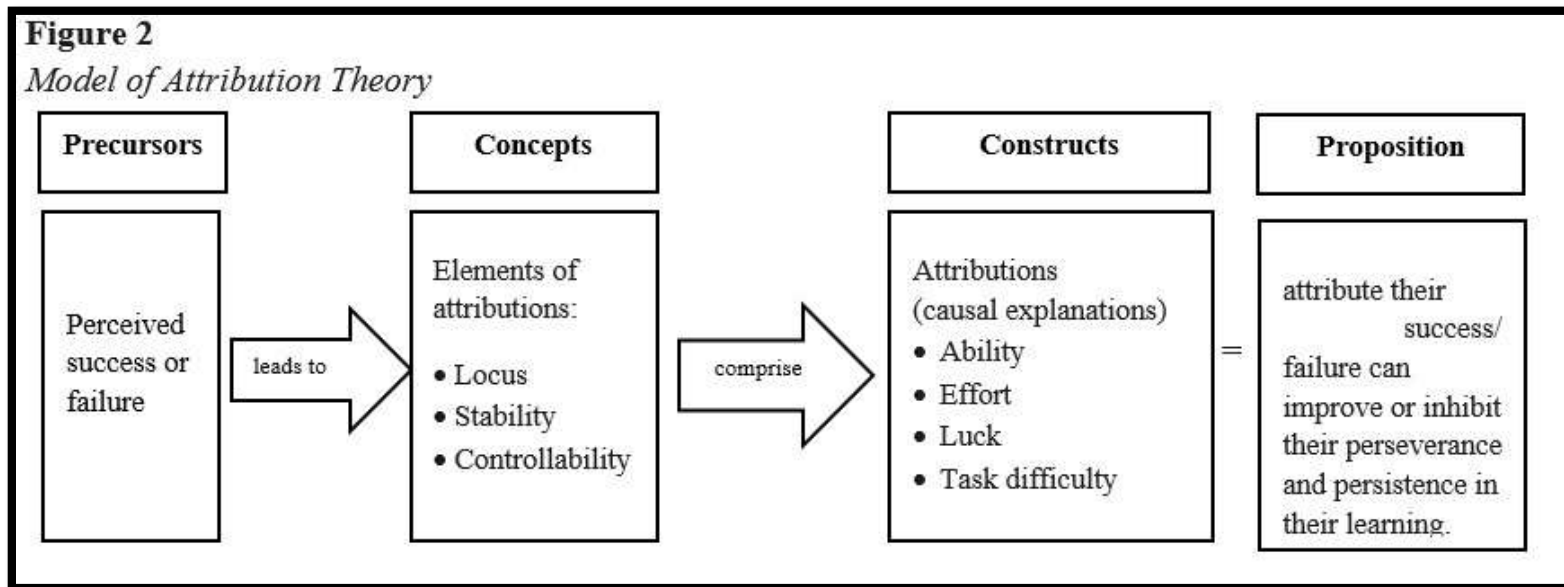
- Employee motivations is based on intrinsic and extrinsic factors, combination of both is necessary.
- Monetary or non-monetary enrollment.
- Not necessary that employee worked hard because having the intrinsic desire, the connection of working hard is related to incentives, which can further support in the fulfilment of desires.



Continued...

• Attribution Theory

- Intrinsic motivation impact on extrinsic motivation.
- Employees' behaviour is retrospective.



External Factors

- Political and Legal
 - Stable political system.
 - National Minimum Wages framework for equal and fair management.
 - Age based categories: under 18, 18 to 20, and 21 to 22.
 - National Living Wage for the 23 and above age group.
 - Compliance and transparent reporting of practices.
 - Wages and the rewards management under regulatory slabs.

Continued...

- Economics
 - Instable and uncertain economic conditions.
 - Base pay and Total Earnings Management.
 - The skills and knowledge advancements shifting pay structures.
 - The inflation and unemployment percentage matters.
 - Pay Structures
 - Pay Awards
 - Pay levels
 - Layout of the employee performance records.
 - Variable Pay

IMPORTANCE OF BENCHMARKING FROM AN HR PERSPECTIVE

HR Benchmark Process

- HR Benchmarking as comparative analysis (internal and external).
- Use of both quantitative and qualitative data.
- Exploration of the benefits.

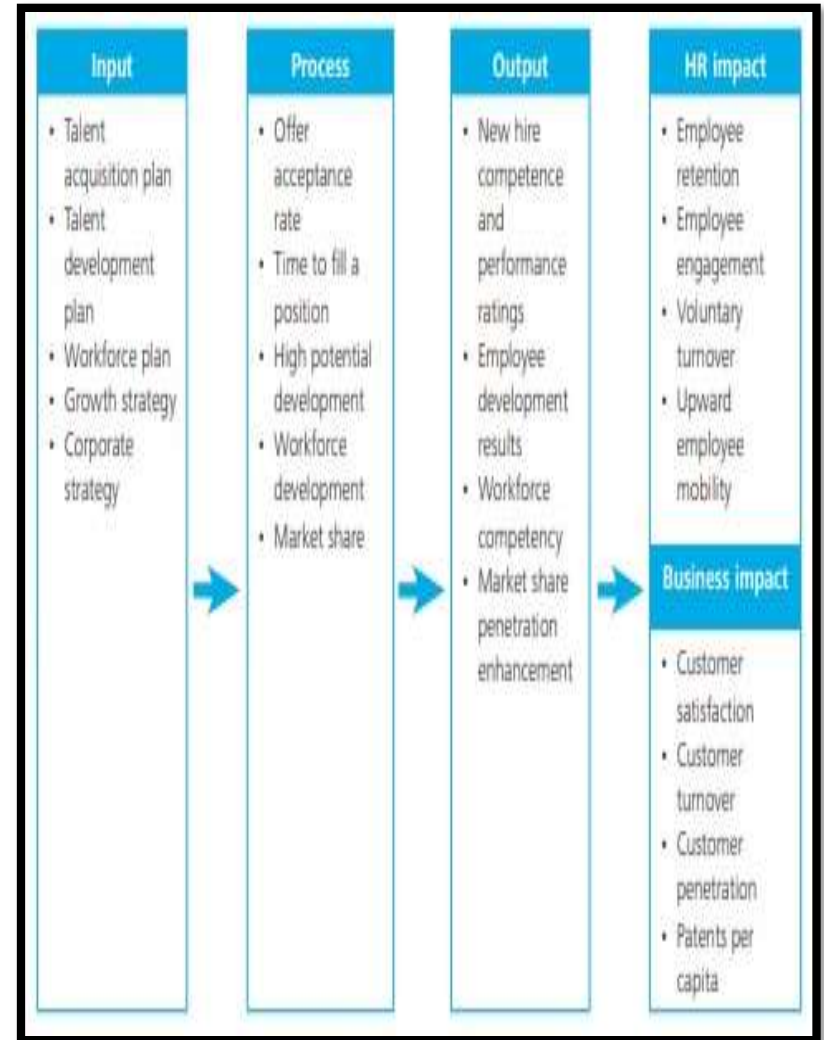


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- Traditional Model and impact on HR practices.
- Transformative and strategic part impacts directly on performance improvements.
 - Example NHS: Cost effect evaluations remained stagnant, delivering unsustainable temporary staff as the solution. Cost focused failed the advancements and change criteria.

Continued...

- Market Surveys contribute to change in benchmarking efforts.
- Labour workforce knowledge and skills and preferences.
- Including new drivers.
- Traditional to the efficiency-based view model.



Continued...

- NHS based employee high turnover, can be eliminated through diversity and inclusion metrics as the benchmarking tool.
- The use of metrics intervenes:
 - The analysis of the risk areas
 - Prioritising the initiatives
 - Setting targets for the future performance goals.
 - Satisfaction levels acknowledgment.
 - Employee trust
 - Employer's brand value

**LEGISLATIVE REQUIREMENTS OF EQUAL
PAY AND STEPS TO BE TAKEN FOR FAIR
PAY DECISIONS, COMPLYING WITH
EQUAL PAY REQUIREMENTS**

Legislative Requirements

- Equality Act 2010
 - Employers obligated with women and men legal rights.
- Fair Pay Mechanism.
- Compliance requirements.
- Fair or the Equal Pay Process.
- Gaps and Weakness Analysis.
- Fair Pay System.

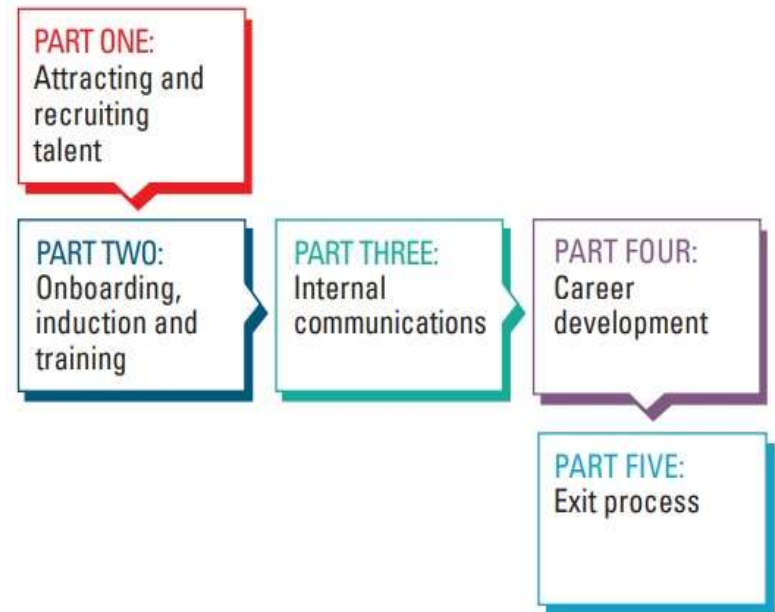
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- Sustaining effectiveness of the organisational culture and behaviour:
 - Leading the Culture.
 - Recruitment Alignment with Organisational Goals.
 - Compensation and Rewards to be Strategic.
 - Leader Involvement.
 - Learning and Development Involvement.
 - Practicing Commitments and Standards – Role Model

**ADVANTAGES AND DISADVANTAGES OF
METHODS OF PERFORMANCE
MANAGEMENT FOR INFORM DECISIONS,
TEAMS, AND ORGANISATIONAL
REWARDS**

Employee lifecycle and the Organisational Work Performance

- Employee lifecycle and the organisational work are parallel trends.
 - Attract and recruit.
 - Induction and training.
 - Communications.
 - Career Development.
 - Exit Process.



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Business Performance

- Customer Satisfaction
- Performance Surveys
- Factors:
 - Innovation and Collaboration
 - Brand Strength

Individual Performance

- Result Oriented Approach
- Systematic Evaluation
- Factors
 - Improving Workplace Relationships
 - Motivation and Satisfaction Levels

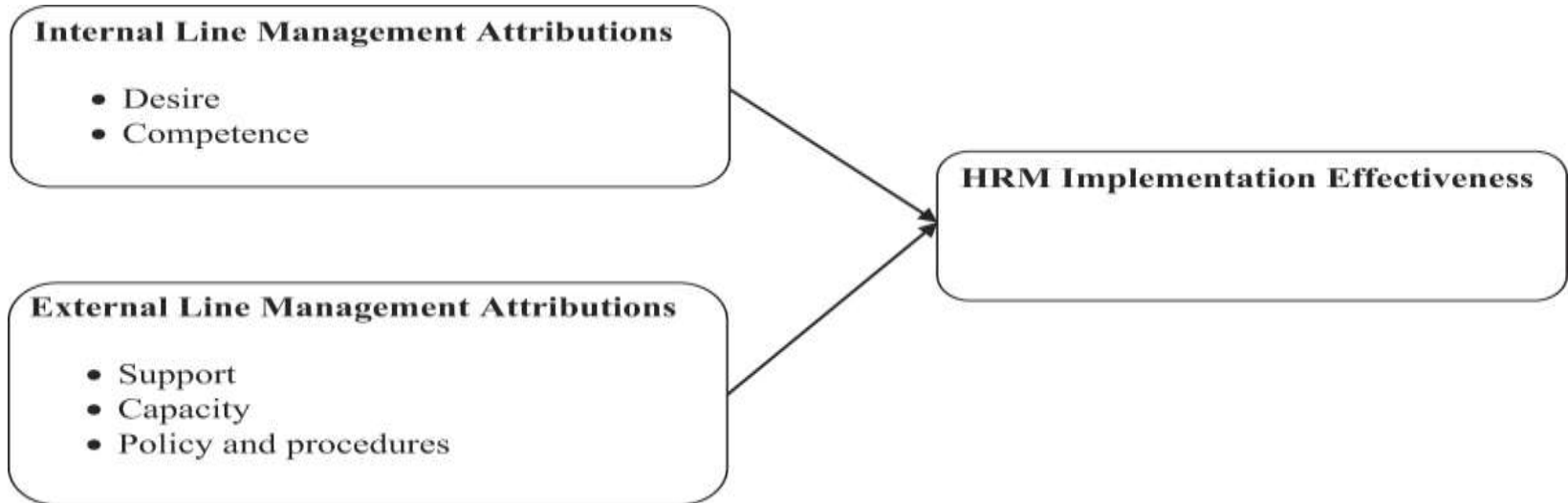
**SUPPORT OF HR PROFESSIONALS TO
LINE MANAGERS FOR ENSURING
CONSISTENCY IN STAFF REWARD
DECISIONS**

People Professionals and Line Manager Support

- Line managers are suffocating the employees' performances.
- HR has become more enhanced and strategically creative.
- Line managers are required to receive training.
- Reward based decision making.
- Employee Engagement.
- Performance Grid.

Continued...

- Behavioural Assessment
- Overcoming Barriers



**THE KEY POLICIES FOR MANAGERS'
AWARENESS TO COMPLY WITH
ORGANISATIONAL APPROACHES TO
REWARDS**

Key Policies and Reward Approach

Key Policies

Impacts

- Innovative Technology
 - Mental Wellbeing
 - Flexible and Empowered Working
- Impact on Performance Management
 - Impact on Recruitment

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- **Reward Approaches**
 - Mid Term Rewards
 - Reward for Quality and Pay in Creativity
 - Innovative Growth Possibilities

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