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Dissertation – Proposal

***The impact of employee's performance on organisational
productivity: A case study of Poundland***

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Table of Contents

Chapter 1: Introduction	4
1.1 Background of the topic.....	4
1.2 Significance of the topic	4
1.3 Purpose of the research.....	4
1.4 Aims and Objectives and Research questions.....	4
Chapter 2: Literature Review.....	6
2.1 Introduction.....	6
2.2 Characteristics of employee performance.....	6
2.3 Importance of employee performance on organisational productivity.....	6
2.4 Challenges in employee performance and its impact on organisational productivity	6
2.5 Effective employee performance management.....	7
2.6 Theoretical underpinnings- models and theories	7
2.7 Conceptual Framework.....	8
2.8 Literature gap	8
2.9 Summary	8
Chapter 3: Research Methods and Methodology	10
3.1 Research Philosophy	10
3.2 Research Paradigm	10
3.3 Research Approach.....	10
3.4 Research Methodology	10
3.5 Research Strategy	10
3.6 Data Collection Methods	11
3.7 Data Interpretation.....	11
3.8 Research Timeline.....	11
3.9 Ethical considerations.....	12

Chapter 4: Conclusion.....	13
Chapter 5: References and Bibliography.....	14

Chapter 1: Introduction

1.1 Background of the topic

In today's corporate scenario, the measure of an organisation's performance depends heavily on its employees. To achieve organisational success, business leaders and managers need to ensure that their employees are performing optimally, which calls for significant focus on manager-employee relations, engagement, motivation, capabilities, and all other components that can potentially influence employee performance (Hafeez *et al.*, 2019). Given the benefits of well-performing employees which range from the achievement of organisational goals to an affirmative work environment, it is necessary to explore the interrelationship between employee performance and organisational productivity to derive a better understanding and inform appropriate practices towards improved organisational productivity (Ngwenya and Aigbavboa, 2017).

1.2 Significance of the topic

In competitive business environment of today, it is essential for companies to identify strategies and methods to enhance productivity. To this end, enhancing employee performance is of great significance. Most business excellence and performance enhancement frameworks agree on constant employee engagement and management as the way forward to ensure alignment with organisations' goals and thereby increased productivity (Leitão *et al.*, 2019). To this end, this research will serve to explore the concepts and practices related to this topic to inform useful strategies and practices.

1.3 Purpose of the research

The need of this research is strictly for academic purposes to develop a better understanding of the impact of employee performance on organisational productivity. This will allow for an in-depth exploration of the different concepts related to employee performance such as influencing factors and the interrelationship with organisational productivity.

1.4 Aims and Objectives and Research questions

Aim

The aim of this research is to investigate the implication of employee performance on organisational productivity in the context of Poundland.

Objectives

- To explore the relationship between employee performance and organisational productivity.
- To evaluate the impact of employee performance on organisational productivity in Poundland.
- To recommend good practices towards improving employee performance and organisational productivity in Poundland.

Research Questions

1. What is the interrelation between employee performance and organisational productivity?
2. What are the positive and negative connotations of employee performance on organisational goals?
3. What can be done to improve employee performance to positively impact organisational performance at Poundland?

Chapter 2: Literature Review

2.1 Introduction

Employee performance can be explained as various tasks and activities performed by workers that produce efficient results (Rosdi *et al.*, 2020). Enhancing employee performance helps an organisation achieve success and perform better. Organisational productivity can be described as the ability of a business to perform efficiently in the manufacturing process. Firms can manipulate the environment to maximise profit using limited raw materials (Taouab and Issor, 2019). This factor indicates the output produced by an organisation and can be optimised through the efficient use of human capital.

2.2 Characteristics of employee performance

Several characteristics and traits of employee performance can ensure an organisation's success. According to Diamantidis and Chatzoglou (2019), workers' **commitment** depends heavily on the firm's treatment towards the employees and can increase their dedication thereby improving employee performance. The ability of employees to **adapt** to a new work environment can positively influence their productivity. Sugiarti *et al.* (2021) are of the opinion that employees have to exhibit responsibility while performing their tasks and admit to their mistakes. Additionally, innovation is a common trait of employee performance since it can encourage workers to be creative in their work and thus enhance their productivity.

2.3 Importance of employee performance on organisational productivity

Employee performance has several characteristics that help determine the worker's efficiency in achieving tasks (Hendri, 2019). High performance of workers can help encourage them to work harder and produce efficient results. This could be beneficial for organisations as increased performance could enhance the productivity of the company. Motivation can have a positive influence on workers' performance which could significantly raise organisational productivity (Arsjah, 2019). With motivated workers in the workplace, the overall organisational system becomes more productive and firms would be capable of offering high-quality products and services. Employees could become more responsible in their work and organisations could recognise their employees for their effort.

2.4 Challenges in employee performance and its impact on organisational productivity

According to the research of Rosen *et al.* (2020), it has marked that several aspects are available which create challenges for employees and influence their performance like anxiety, stressor

patterns, and attentiveness. In the research paper, it has been analysed that anxiety affects employee performance poorly which also affects organisational productivity. Without proper employee performance, the productivity of an organisation will be decreased which is not beneficial for business. On the other hand, Mira *et al.* (2019), explain that appropriate human resource practice can help any organisation to overcome the issues of employee performance, which helps to develop organisational productivity. Excellent HRM practice helps to improve the job satisfaction of employees, which makes people more productive and excellent workers. This is beneficial for organisational developing organisational productivity. Job satisfaction also affects employee performance, which provides an opportunity for any organisation the development of organisational productivity. Moreover, excellent HRM practice motivates employees to work effectively and exclusively for the betterment of organisational productivity.

2.5 Effective employee performance management

Brown *et al.* (2019) observed that **setting objectives** for employees can provide expectations and is an efficient strategy to manage employee performance. With direct and clear goals, employees would be able to achieve their tasks responsibly. **Evaluating** employee performance regularly helps workers be efficient. Organisations would be required to give constructive and comprehensive feedback to improve employee performance. **Trust** in managers is necessary for performance management and can optimise employee productivity (Fu *et al.*, 2019). Additionally, enhanced **communication skills** of managers enable employees to achieve organisational objectives thereby increasing proficiency in their work.

2.6 Theoretical underpinnings- models and theories

By using **Campbell's Theory of performance**, an organisation would be able to enhance the performance of their workforces. This will support the organisation to define the goals of the organisation so that employees can contribute to their development. Apart from this, **Behavioural management theory** can support the ideas of leaders that can help to manage the workplace in a better way so that the productivity of employees can be increased. This will support employees to achieve their goals that can provide benefits to business also. By applying this theory, management can measure the behaviour of people which is effective in providing training to employees for improving performance (Hamadamin and Atan, 2019). On the other hand, by applying **Maslow's Hierarchy of Needs** for motivating employees, an organisation can develop their employee performance. By using this theory, organisations will be able to

keep eye on psychological needs, belonging or love needs, safety needs, esteem needs and other needs which will motivate employees to work effectively.

2.7 Conceptual Framework

The conceptual framework will conduct on the impacts of employee performance on organisational productivity.



Figure 1: Conceptual Framework

(Source: Created by the learner)

2.8 Literature gap

This dissertation does not keep eye on several things due to the short time. Apart from this, limited time is the cause of doing literature review of a few sources. Apart from this, the research area was limited which creates a gap in the dissertation.

2.9 Summary

This part discusses various characteristics of employee performance and the importance of employee performance. Several challenges of employee performance and their impact on

productivity have also been analysed in this section. Effective employee performance management besides several theories of employee performance have been analysed.

Chapter 3: Research Methods and Methodology

3.1 Research Philosophy

Žukauskas *et al.* (2018) have defined research philosophy as the determination of research assumptions and the nature of knowledge. These philosophies serve to generate ideas in the context of the research topic and there are four main schools of research. This research will be using **positivist** research philosophy because it allows for objective interpretation of variables which is essential in the context of the research topic.

3.2 Research Paradigm

Subsequently, a research paradigm serves to define philosophy as providing a clear vision of the theoretical and methodological foundations of the research topic. For this research, an **epistemology** paradigm will be adopted which proposes the undertaking of general assumptions and parameters towards exploring the nature of topic-related components in the real world (Žukauskas *et al.*, 2018).

3.3 Research Approach

The research approach stands to be a general plan for conducting a research study and is generally divided into three categories, namely, deductive and inductive approaches. Taking from the philosophy and paradigm adopted, a **deductive** research approach will better serve to meet the research objectives, as it informs objective hypothetical viewpoints based on understandings gained from a review of the literature (BRM, 2023).

3.4 Research Methodology

For the methodology, this study will primarily undertake **qualitative research** considering that the nature of information in this research will primarily focus on understanding the relationship between employee performance and organisational productivity concepts (Mcleod, 2023).

3.5 Research Strategy

As mentioned above, given the nature of this study and the qualitative methodology undertaken, only **secondary data collection** will be conducted to gather the required information given its cost-effectiveness and the abundance of such data available online (Indeed, 2022).

3.6 Data Collection Methods

Considering that only secondary research will be conducted in this research, data collection will be done through exploration and information gathering from reliable and valid secondary sources of data such as academic books, journals, and online articles among others (Jain, 2023).

3.7 Data Interpretation

Given that only secondary data is to be collected, for the interpretation and analysis of this data, the thematic analysis method will be used as it allows for better categorisation of derived interpretations (Ruggiano and Perry, 2019).

3.8 Research Timeline

List of activities	Start date	Duration	End date
Deliberation on the research topic	03-03-23	5	08-03-23
Determination of aims and objectives	08-03-23	4	12-03-23
Review of relevant literature	12-03-23	15	27-03-23
Deciding on research methodologies	27-03-23	10	06-04-23
Collection of data	06-04-23	20	26-04-23
Analysis and interpretation of data	26-04-23	8	04-05-23
Discussion and conclusion	04-05-23	5	09-05-23
Project Submission	09-05-23	2	11-05-23

Table 1: Timeline of research activities

(Source: Created by the learner)

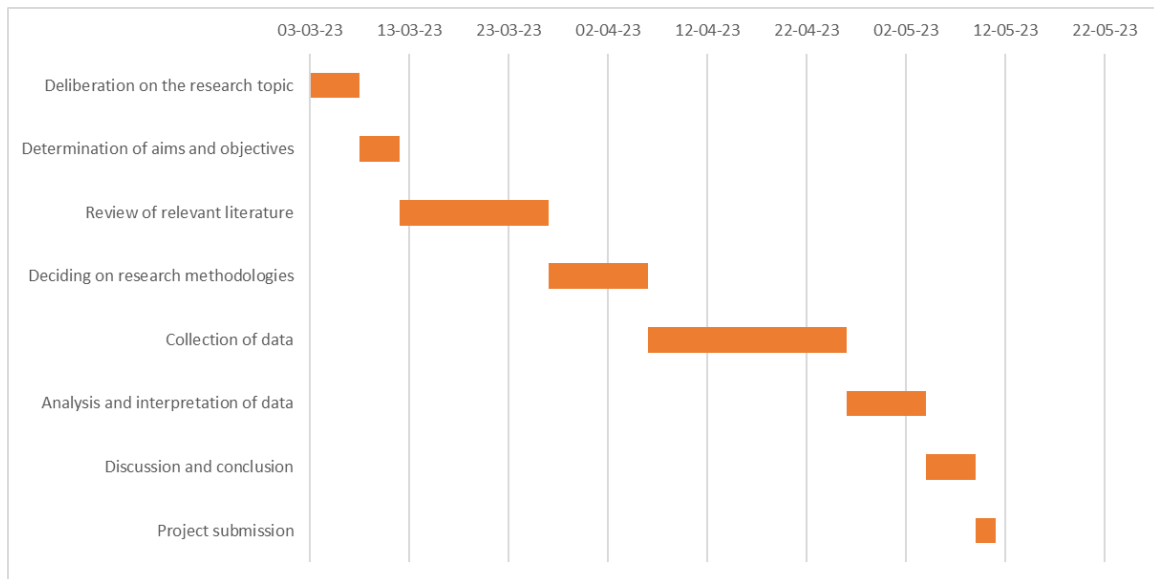


Figure 2: Gantt Chart

(Source: Created by the learner)

3.9 Ethical considerations

Given that no primary research is being conducted, there is no human participation and therefore no associated ethical requirements. In this research, the biggest ethical concern would be regarding the credibility of data sources and objective interpretation of the gathered data which will be ensured. Furthermore, accurate referencing of used sources will be done to prevent plagiarism (Yip *et al.*, 2016).

Chapter 4: Conclusion

This research proposal has presented the background and significance of the research as the aims, objectives, and research questions that will serve to fulfil the research goals. A review of the literature has been conducted to understand the research topic and subsequently, a discussion on the selected research methodologies along with the proposed timeline of the research has been provided.

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