



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BMMB7025

Managing People in Organisations

Performance Management and Employee Engagement

Helen Lee

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk

Assignment

➤ Assignment 1 (Written Report)

27th March 2026 (23:59)

➤ Assignment 2 (Group Presentation)

23rd March 2026 (13:00)

Agenda

- Recap of the previous lecture
- Overview of Performance management
- Job Demand-Resources Theory (JD-R) Theory
- Employees Engagement

Recap

- So who has the power in the employment relationship?
- How do we ensure high performing workplaces?
- How do we balance the needs/wants of individuals and needs/wants of groups?

Key actors in the employment relationship

- Employers/managers
- Employees, representatives and unions
- The State (Government and Agencies)

Trends

- Technological change and globalisation
- Demographic change
- Increased female participation
- Increased educational participation
- Decline of collective workplace institutions
- Greater diversity in employment relationships and how we work

Regulating employee relations

Bargaining

Managerial prerogative

Involvement and participation mechanisms

Employee engagement

Third-part intervention

Industrial action

- These processes are shaped by social, economic and political context

Involvement and Participation

Involvement:

- Management initiated arrangements focused on the **individual**, with tight constraints on empowerment of employees and does not include organisational decision making

Participation:

- Embraces employees in the organisational decision making process on a **collective** basis

(see Armstrong, (2005), Gennard and Judge (2005), Lewis et al.,(2003)

Third-part intervention



- Mediation
- Arbitration
- Employment tribunals

The Legal Framework

- Employment Contracts – express/implied terms
- Codes of Practice
- Key developments in Individual laws – Equality Act 2010, Default Retirement Age (2011), Agency Workers Regulations (2010)
- Main developments in collective laws – ICE Regulations (2005), Statutory TU recognition (2000), restrictions on industrial action.
- Trade Union Act (2016) and further amendments came in 2019.

Employee involvement vs. employee participation

Involvement:

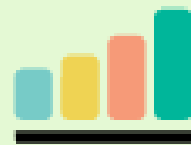
- Management initiated arrangements focused on the individual, with tight constraints on empowerment of employees and does not include organisational decision making

Participation:

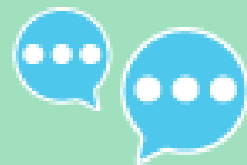
- Embraces employees in the organisational decision making process on a collective basis

Recap

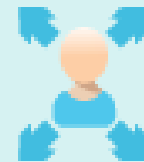
- So who has the power in the employment relationship?
- How do we ensure high performing workplaces?
- How do we balance the needs/wants of individuals and needs/wants of groups?



**PERFORMANCE
MANAGEMENT**



FEEDBACK



**EMPLOYEE
ENGAGEMENT**



Today



PERFORMANCE
MANAGEMENT



EMPLOYEE ENGAGEMENT

What do you
think ... affects
our
performance
levels?



What do we mean by managing performance?



Answer in the chat box....

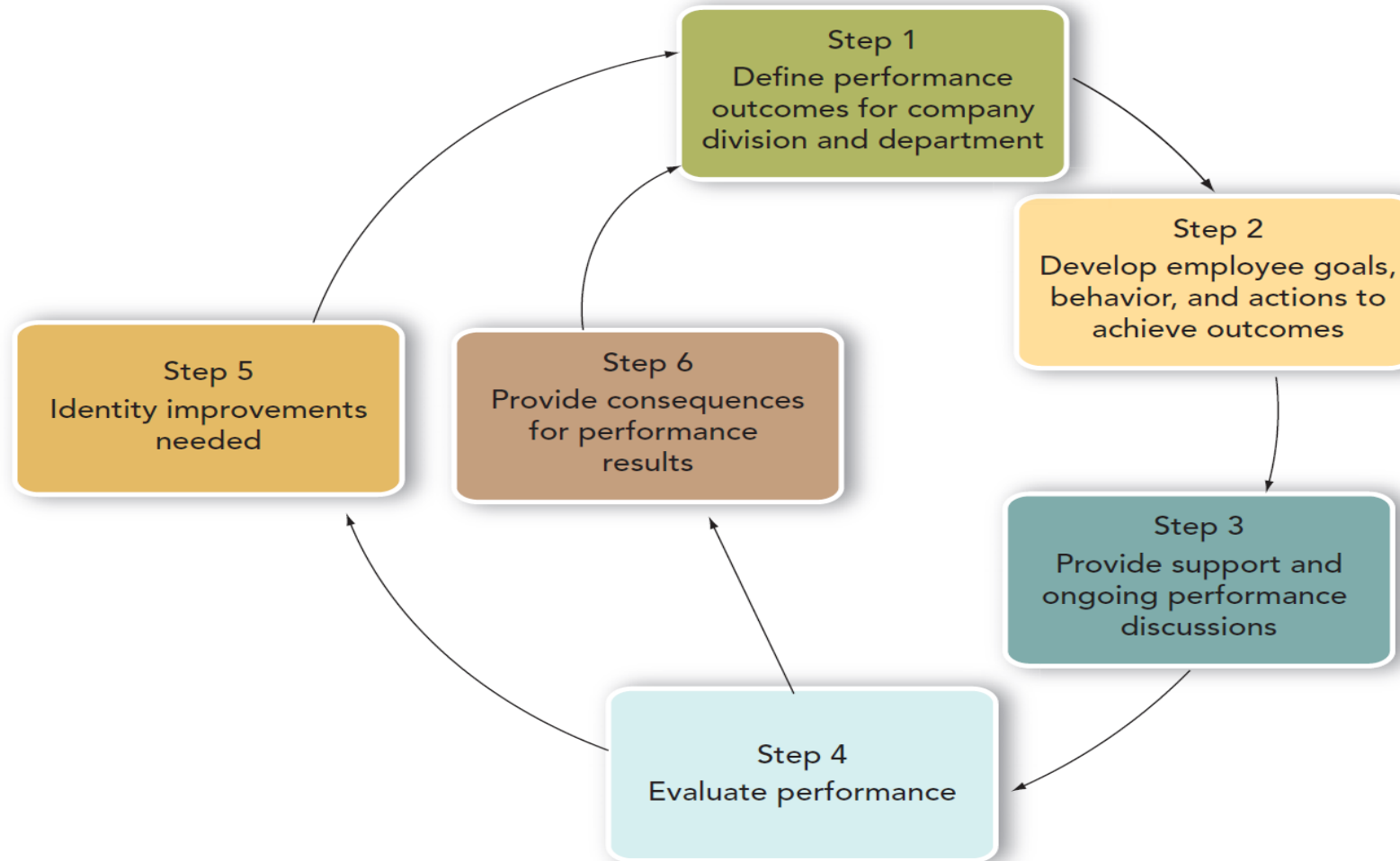
Performance Management



Performance at Work



Effect



Copyright © 2016 McGraw-Hill Education. All rights reserved. No reproduction or distribution without the prior written consent of McGraw-Hill Education.

Performance Management

"A process which contributes to the effective management of individuals and teams in order to **achieve high levels of organisational performance**. As such, it establishes shared understanding about what is to be achieved and an **approach to leading and developing people which will ensure that it is achieved**"

(Armstrong and Baron, 2005: 20)



Performance Management

- Link overall business objectives with departmental/team/individual objectives
- Wider than performance appraisal which is just concerned with the individual and his/her performance and objectives

Elements of performance management



Goal setting

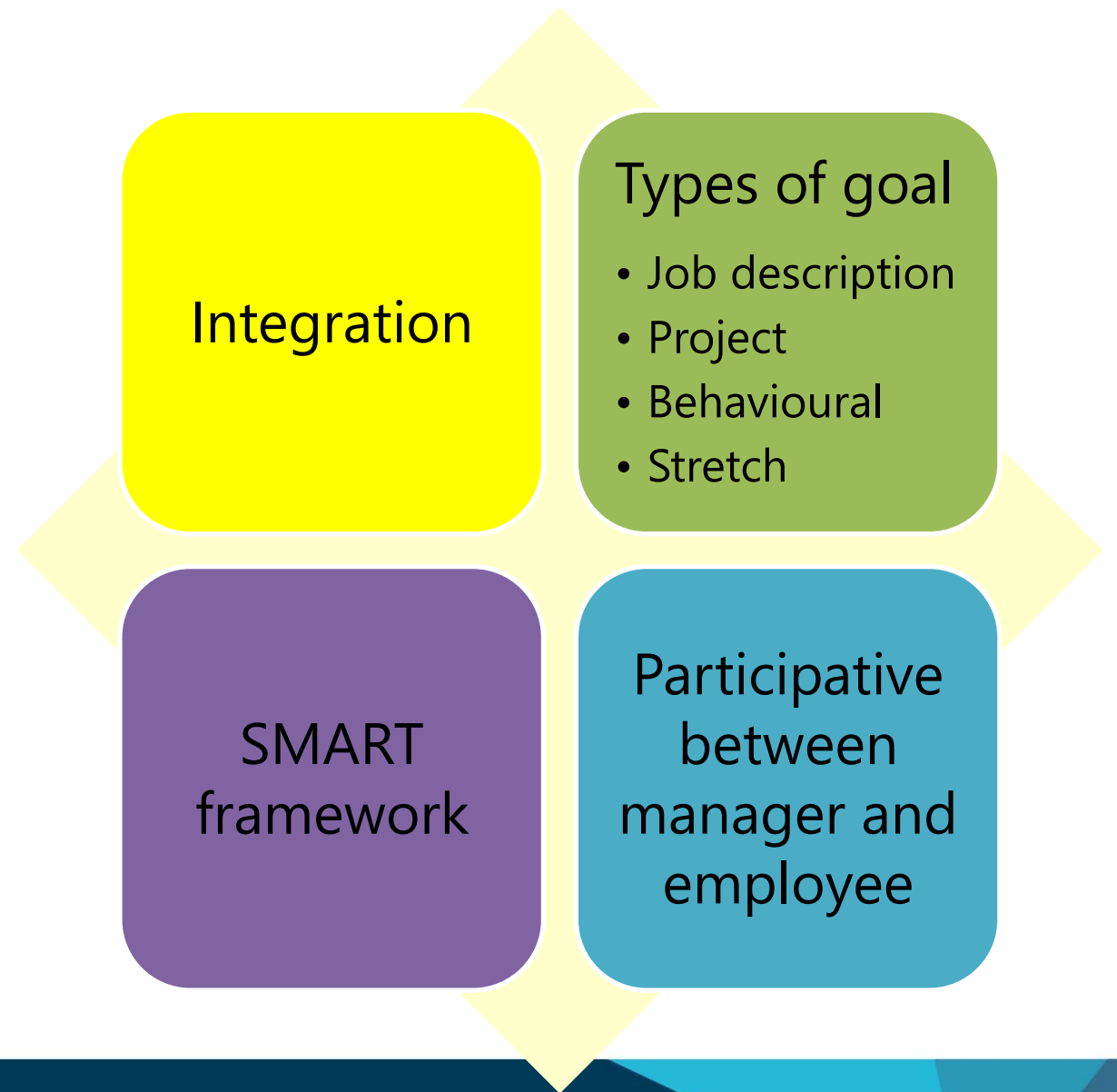


Performance review



Performance improvement plans (PIP)

Elements of performance management: **Goal setting**



Elements of performance management:

Performance review

Key features

- Continuous feedback
- Clear measurement
- Process driven
- Two-way communication

Type of performance review

- Ranking
- Forced distribution
- 360 degree feedback
- Competency based
- Management by objectives
- Graphic rating scales
- Behaviourally-anchored rating scale

Criticisms

- Frequency
- Past focus
- Too subjective
- Single-source feedback
- Bureaucratic
- Halo and horns effect
- Favouritism
- Accuracy

Elements of performance management: **Performance improvements plans (PIP)**

- Varied use
- Components:
 - Employee information.
 - Relevant dates.
 - Description of performance discrepancy/gap.
 - Description of expected performance.
 - Description of actual performance.
 - Description of consequences.
 - Plan of action.
 - Signatures of the manager and the employee.
- Evaluation

Problems with PM systems

Lack of senior
management
support

Seen as
'busywork'

Poor
communication

Lack of
consistency

Group question

- What are your experiences of performance management?
 - The good, the bad and the ugly...

Employee Engagement and Performance Management



Employee Engagement

“Workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of wellbeing” – Engage for Success

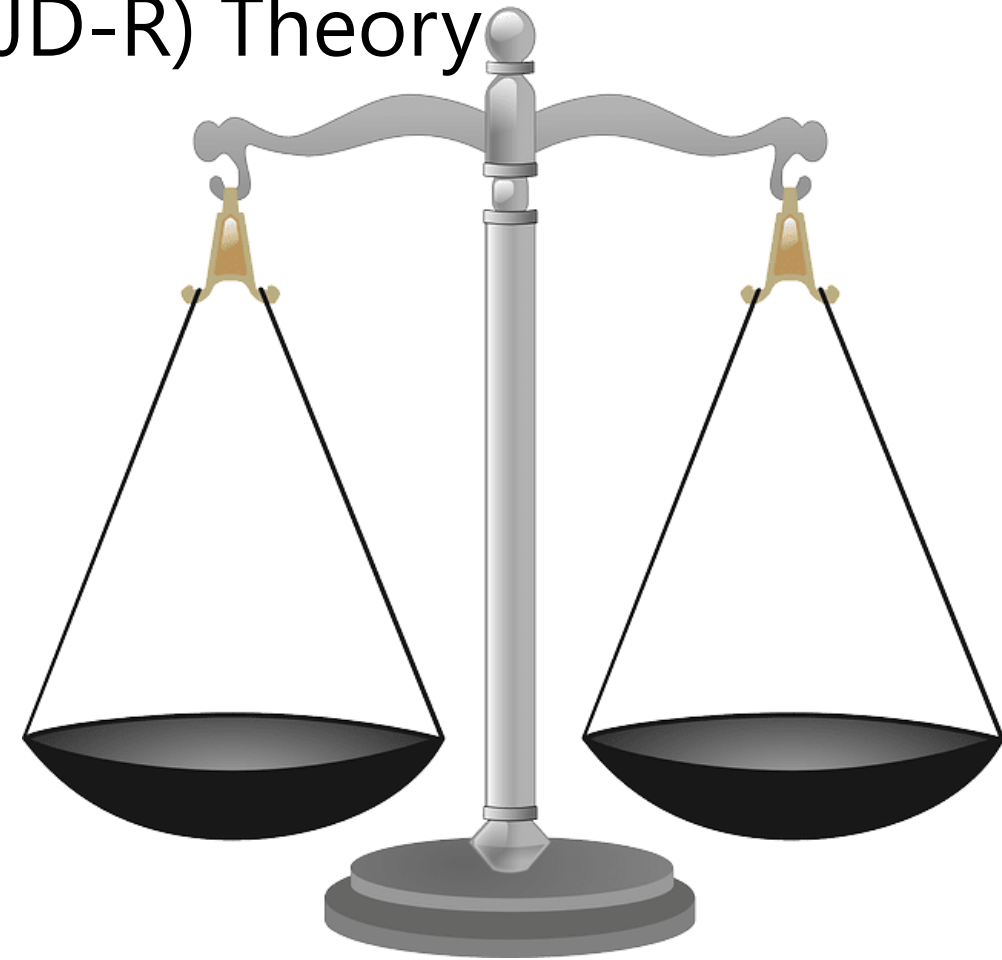
Four enablers of engagement

- Strong strategic narrative
- Enabling managers
- Employee voice
- Organisational integrity

Theoretical framework

Jobs Demands-Resources (JD-R) Theory

- JD-R Theory explains how the organizational environment impacts employee well-being and performance. We shortly discuss the core aspects of the theory (for detailed discussions, see Demerouti et al., [2001](#); Bakker and Demerouti, [2007](#), [2017](#)).

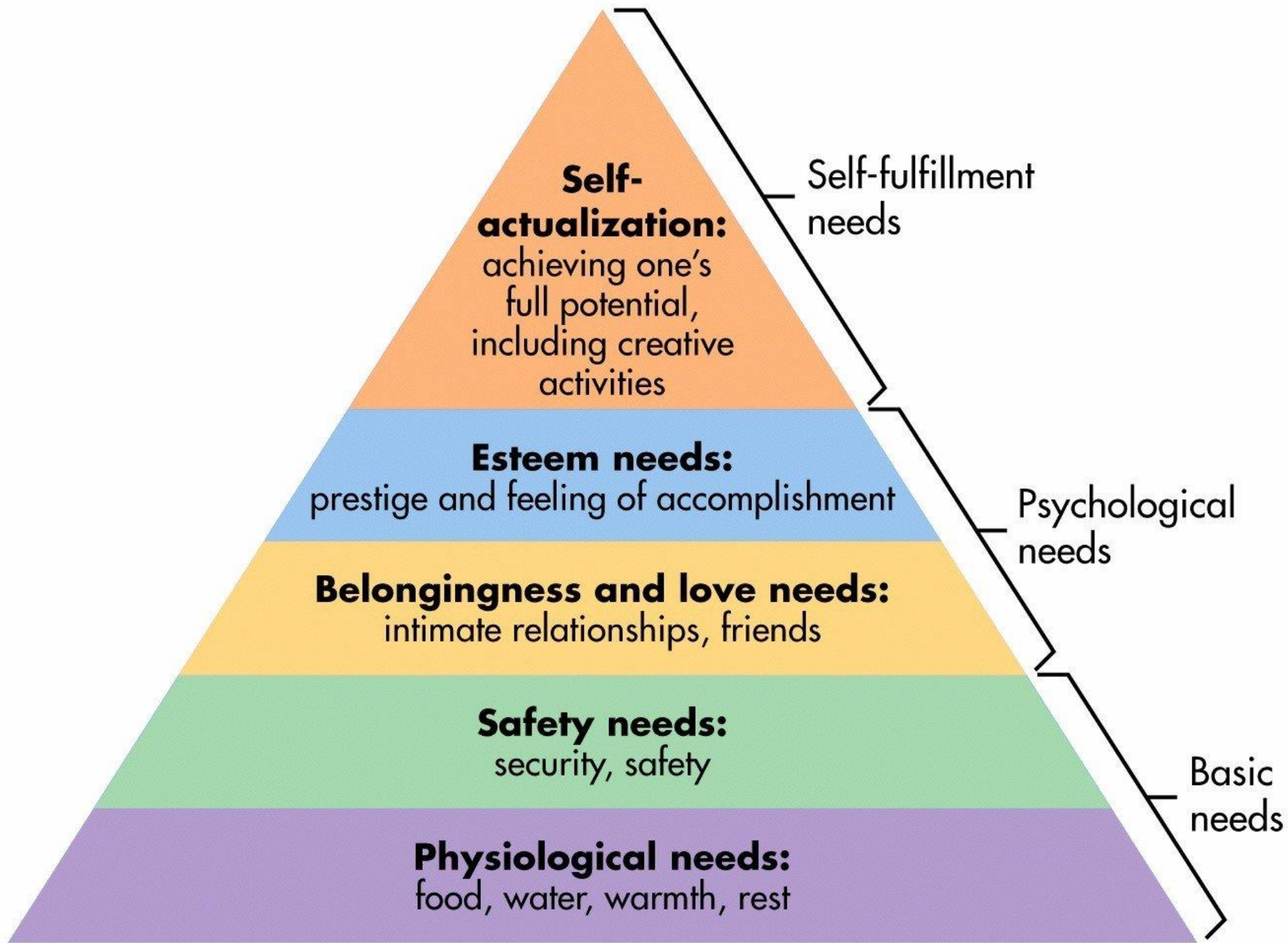


Theoretical framework

Jobs Demands-Resources (JD-R) Theory

- **Job Demands:** Job that requires Physical, social, or organizational aspects (e.g., high workload, time pressure, conflict, insecurity, emotional demand, role conflicts)
- **Job Resources** that an organization provides to support employees e.g. autonomy, feedback, promotion, support

Maslow
(1954)



Employee Engagement: Outcomes

Business outcomes: profitability, productivity, innovation, quality

HR outcomes: Discretionary effort, organisational citizenship behaviour

Wellbeing, job satisfaction, job involvement & empowerment

The importance of Employee Voice



**ENGAGE
FOR SUCCESS**

[https://www.youtube.com
/watch?v=xqO3sfRZDAE](https://www.youtube.com/watch?v=xqO3sfRZDAE)

Disengaged Employees



Employee Engagement and the Psychological Contract

Employees promise to:	Employers promise to:
Work hard	Pay (linked to performance)
Develop new skills and update old ones	Delegate interesting tasks
Show loyalty to the organisation	Recognition for innovation or new ideas
Be honest	Reasonable job security
Be flexible	An attractive benefits package
Maintain high levels of attendance and punctuality	Opportunities for promotion
Be courteous to clients and colleagues	Respectful treatment

The role of HRM and management

- HR should foster a culture of engagement
 - Job enrichment
 - Recruitment
 - Selection
 - Training and development
 - Performance management
- Line/middle managers crucial
- Senior management responsible for enabling line/middle managers



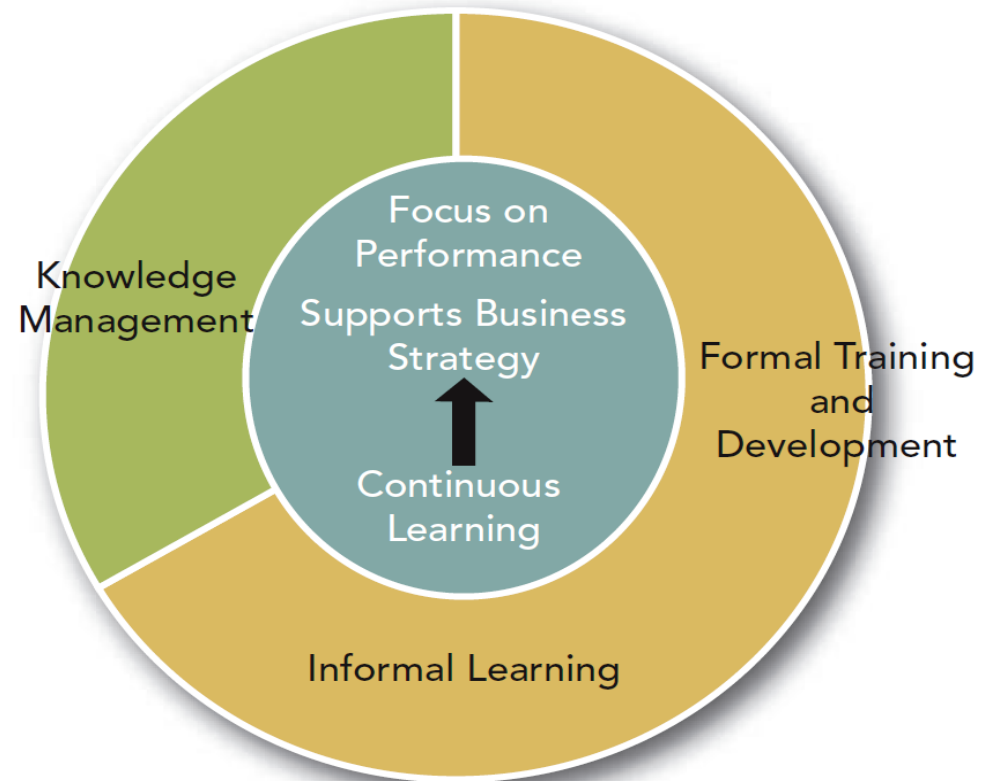
Activity:

How do we keep employees engaged in the age of increased diversity & flexibility?

AMO Model

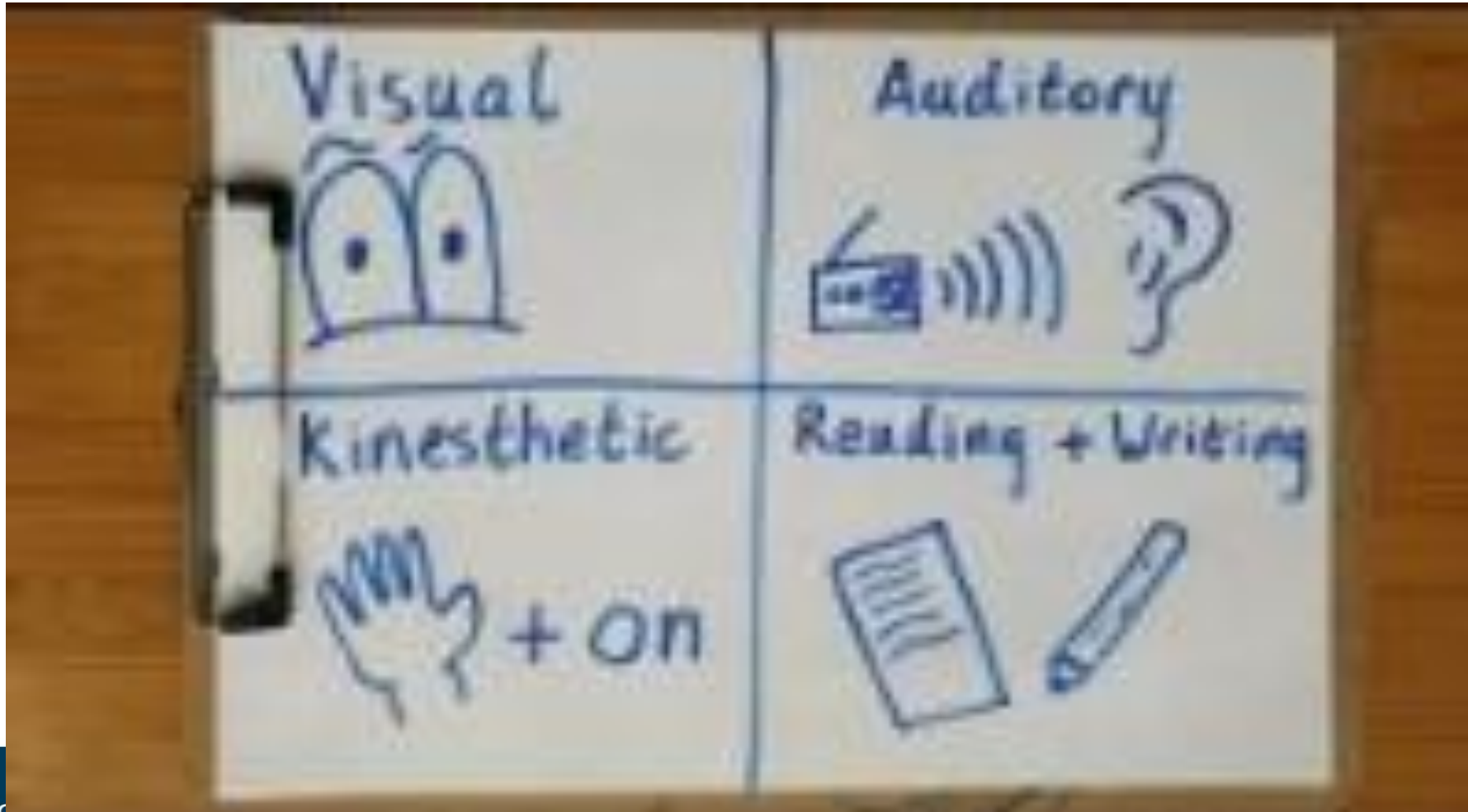


Key Features of Continuous Learning



Copyright © 2016 McGraw-Hill Education. All rights reserved. No reproduction or distribution without the prior written consent of McGraw-Hill Education.

Know more about your employees or teammates. Types of Learners



Today



Performance management



Employee engagement