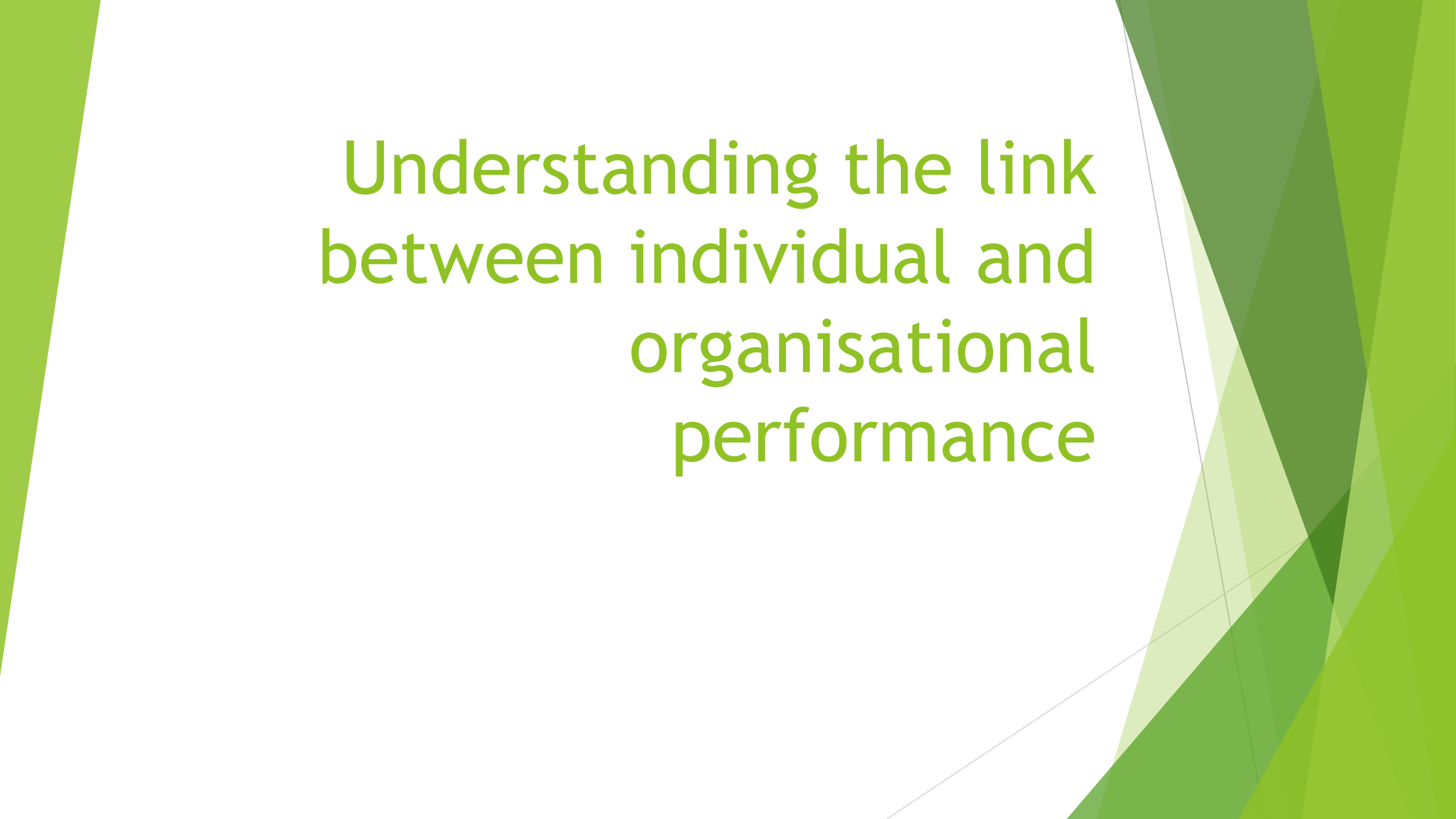


The background features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern and dynamic visual effect.

Understanding the link between individual and organisational performance

High performance working (HPW)

- ▶ High performance working has revolutionised over the years, Frederick W Taylor started the process in the 1890's.
- ▶ Gartner (no date) describes HPW as a physical or virtual way to make workers as effective as possible in supporting business goals.
- ▶ Research in this area is continuous and links in with High performance work systems (HPWS).

High Performance Work Systems (HPWS)

- ▶ HPWS are best understood as creating a bundle of distinct human resource policy and practices.
- ▶ These are introduced in to an organisation at the same time and are mutually reinforced.
- ▶ There are several studies which comprise of different components, although they are based off what promotes employees commitment and involvement.

HPWS elements included (Boselie et al:2005; Marchington and Wilkinson:2012)

- ▶ Rigorous recruitment and selection practices.
- ▶ High Levels of investment in training and development.
- ▶ Relatively high levels of pay.
- ▶ Internal promotion systems.
- ▶ Team based approaches to work.
- ▶ Grievance procedures, that can be used without fear.
- ▶ A high degree of participation in decision making.
- ▶ Information sharing.
- ▶ An effective performance appraisal.
- ▶ Flexible working.
- ▶ A high degree of job security.
- ▶ Good work life balance.
- ▶ A high level of harmonisation, relating to terms and conditions of employment.







Research carried out Globally

Taylor and Woodham (2016)

- ▶ Research has been carried regarding high performance and organisational performance.
- ▶ This gained knowledge of how high performance practice has led to superior business performance.
- ▶ The first study of this kind was completed in the 1990s, in larger private sectors of the USA.
- ▶ Jeffrey Pfeffer (1994.1998) and Mark Huselid (1995) also completed research in this area.

Research

- ▶ Jeffrey Pfeffer (1994, 1998), discovered that a mix of policies along with best practice were used in a number of the larger organisations, leading him to argue that they had something significant to offer all organisations and their operations.
- ▶ Mark Huselid (1995), discovered that HRM added value to an organisation and due to extensive research HRM is now an accepted along with best practice and policies ensuring that staff are treated fairly.



HPWS CIPD (2021)

- ▶ According to the CIPD (2021) HPWS are linked to high performance work practices.
- ▶ These broadly align with self determination and the AMO model:
- ▶ Ability
- ▶ Motivation
- ▶ Opportunity
- ▶ The views of employees suggest that being under skilled for a job is a definite issue it is therefore vital to incorporate an effective recruitment and selection process along with relevant training to enable high performance at work.

The black box studies

Purcell et al. (2003)

- ▶ 1. When an organisation has progression, high performance and good policy and procedures, there is a positive response from employees.
- ▶ 2. Characteristics in an organisation is related to their values and mission statement, which become embedded in HR policies.
- ▶ 3. HR policies should be brought to life by managers as staff interact with them on a daily basis. Effective line management is a vital element of the “black box”.



HPW and the link to well-being

- ▶ High involvement processes allow employees to have control over their job duties and are able to participate in decision making.
- ▶ This is encourage by Lawlers (1986) “PIRK” framework:
 - ▶ Power
 - ▶ Information
 - ▶ Reward
 - ▶ Knowledge



PIRK Lawler (1986)

- ▶ This model can be based on individual and team based processes to embed empowerment, workers should be treated fairly, rewarded and given a voice and have the opportunity to develop.
- ▶ Existing studies based upon this framework, find that employees attitudes are more positive resulting in enhanced employee wellbeing.

Galle et al (1998) and Grant et al (2007)

- ▶ Galle et al (1998) discovered that the highest level of work strain was associated with “people work” for which professionals such as managers have greater responsibility.
- ▶ It is therefore important not to increase the workload but to remain being inclusive.
- ▶ Grant et al (2007) if an employee feels overworked this could impact on their health, resulting in fatigue and stress, it is therefore vital for HR professionals to promote a good work-life balance.



Promoting Wellbeing

- ▶ Gallup's organisation engaged in a study of HPW, Harter et al (2002), findings where an employee's level of engagement will influence the emotional and cognitive engagement, profitability, productivity, customer satisfaction and lower staff turnover.
- ▶ According to the CIPD (2022) wellbeing is good for people and the organisation, promoting wellbeing can help prevent stress and create a positive working environment where both employees and the organisation can thrive resulting in favourable employee engagement and the performance of the business.

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- ▶ Sourced from the article, High Performance and wellbeing at work written by Armitage, A and Keeble-Ramsay, D (2015) Wellbeing is a continuous part of the UK business agenda (IOD 2006), wellbeing at work has been recognised as part of the workers productivity and the reduction of absence from work.
 - ▶ The employer has a duty to ensure they behave reasonably, to enable an enthusiastic culture while considering the need for social justice and Human rights, CIPD (2006). The link between HPW and wellbeing is apparent according to the CIPD (2006) it is vital to recognise that employees are more of an asset than a cost, which result in a move to smarter working.

Performance management

- ▶ Good performance management is vital in an organisation. CIPD (2021)
- ▶ People are a great asset, to create value.
- ▶ People must be managed and motivated and retain the required skills needed.
- ▶ Performance management aims to support, monitor, maintain and improve employee performance.

Performance management activities

- ▶ Establish objectives, where each individual or team can see their part in the organisations mission and strategy.
- ▶ Improve performance, among employees, teams and ultimately, organisations.
- ▶ Hold people to account for their performance by linking it to reward, career progression and termination of contracts.
- ▶ Performance management is a set of processes that highlight regular discussions, containing feedback of progress towards objectives.

Performance Managers

- ▶ People managers are central to performance management, they will ideally set targets that underpin the organisations objectives.
- ▶ Managers must be suitably skilled and should have support from HR processes that are fit for purpose.
- ▶ Performance management is a continuous cycle, which integrates HR activities, and a structural framework is required for the opposed elements to work effectively together.
- ▶ Organisational goals should be the starting point for departmental goals, followed by performance and development activities.

Taylor and Woodham 2016

- ▶ In most organisations' performance management is seen as a process that carries on continually as individual line managers seek to motivate their staff on a daily basis.
- ▶ Bloom et al (2012), reported results of a long Global 10 year study with managers across various organisations in private and public sector.

Bloom et al (2012)

- ▶ The evidence represents that performance management was stronger in the organisations that had formal management processes in place, which met the following three basic criteria:
 - ▶ 1. Targets.
 - ▶ 2. Incentives
 - ▶ 3. Monitoring
- ▶ These processes have been used for many years in the military and civil services in many other countries, The UK uses a business approach dating from the 1980s.





Setting Performance Objectives

- ▶ There can be many goals set for the employee to achieve such as targets to meet by a specific date.
- ▶ Managers should ensure that the employee receives relevant training.
- ▶ Assess behaviours and how the organisation can support the employee.
- ▶ Performance management is a way of achieving objectives.
- ▶ Objectives should be **SMART**.

SMART

- ▶ Specific
 - ▶ Measurable
 - ▶ Achievable, although a challenge
 - ▶ Relevant
 - ▶ Time bound
-
- ▶ It is important that objectives should be clear and related to the employees' job, team and organisation and employees need to be committed to achieve these

Good performance management ACAS (2021)

- ▶ Organisations will perform at their best by including the following:
 - Motivating staff
 - Check that all staff are making valuable contribution towards organisational goals
 - Develop staff
 - Recognise and acknowledge the good work of employees
 - Deliver tasks and projects quickly while maintaining a required standard
 - Spot and improve poor performance.

Talent and Reward

- ▶ Talent can be recognised through employee rewards.
- ▶ performance related pay is a way of managing pay by linking salary to individual performance.
- ▶ may involve payments of consolidated cash lumps.
- ▶ According to Kuvaas (2006) the link between pay and performance is moderated by the employees' personal levels of intrinsic motivation.
- ▶ Rewarded through extra pay, prizes or promotion.
- ▶ Employees can achieve intrinsic or extrinsic rewards.
- ▶ Intrinsic rewards are based around job satisfaction and praise.
- ▶ **extrinsic rewards are based on money, promotions, and fringe benefits.**



HR Professionals and Line Managers

- ▶ HR professionals and line managers can work together to allow individual and line managers achieve their goals.
- ▶ HR professionals and line managers should have a good working relationship.
- ▶ Line managers can implement HR policy and procedures.
- ▶ Practices include people management and training.



Enhancing line managers ability

- ▶ To enhance line managers ability HR can implement the following:
 - Provide support materials.
 - Provide training that is relevant to HR practices.
 - HR should be supportive and have an open-door approachable policy.
 - Seek CEO support.
 - Utilise windows of opportunity that allow business imperative to increase the importance of HR practice. CIPD (2017).





Conclusion

- It is important that line managers and HR work effectively together in promoting individual and organisational performance, which as discussed can be positive for an organisation.