

**Qualification: CIPD Diploma in Applied Human Resources**

**Module Name: Understanding the Link between Individual and Organisational Performance  
5KIOP**

**Word Count: 3476**

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# Understanding the Link between Individual and Organisational Performance 5KIOP

## 1. High Performance Working

A definition and description of HPW

An evaluation of the link between HPW and organisational performance (i.e. competitive advantage and sustainable performance)

An evaluation of the link between HPW and employee well-being

## 2. Performance Management

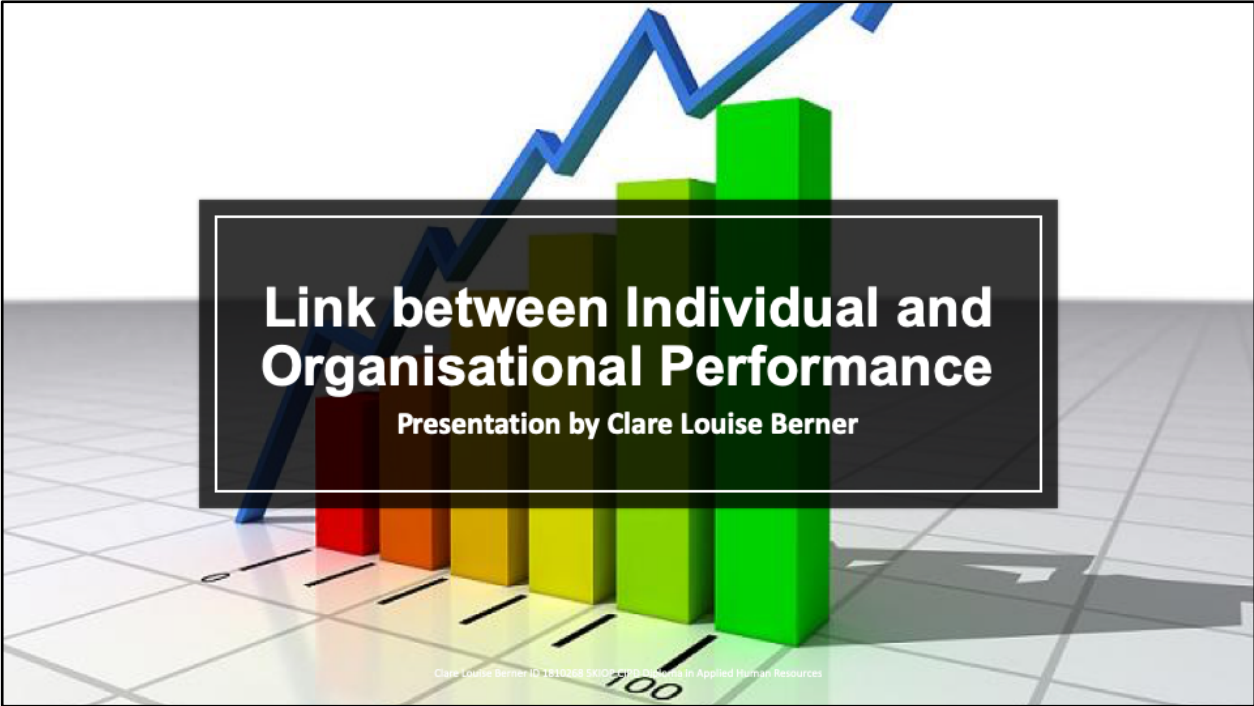
The main stages of the performance management cycle and some key performance management activities

An evaluation of how performance management can contribute to:

- i) Employee capability and commitment
- ii) Recognising and rewarding talent

An evaluation of the role of line manager in performance management processes.

A description of some different ways HR and line managers can work together in performance management processes.



The background of the slide features a 3D bar chart with six bars of increasing height, colored in a gradient from red to green. A blue line graph is overlaid on the bars, showing a fluctuating upward trend. The chart is set on a grid floor with a white arrow pointing right. A dark grey rectangular box with a white border is centered over the chart, containing the title and presenter information.

# Link between Individual and Organisational Performance

Presentation by Clare Louise Berner

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# Contents

## Page

|                                                         |    |
|---------------------------------------------------------|----|
| • Aims                                                  | 6  |
| • High Performance Working 1.1, 1.2, 1.3                | 7  |
| • Elements of People Performance Model 1.1, 1.2, 1.3    | 8  |
| • People Performance Model 1.1, 1.2, 1.3                | 9  |
| • Work-life Balance and Wellbeing 1.1, 1.2, 1.3         | 10 |
| • What is Performance Management 2.1, 2.2               | 11 |
| • William Denning Performance Management Cycle 2.1, 2.2 | 12 |
| • Performance Management Measures 2.1, 2.2              | 13 |

# Contents

# Page

- Recognising and Rewarding Talent 2.1, 2.2 14
- Performance Management from a HRM Perspective 3.1, 3.2 15
- HR and Line Managers Working Together 3.1, 3.2 16
- Conclusion/Summary 17

## Aims

**This presentation will enhance a Line Managers understanding and knowledge of High Performance Working (HPW) and High Performance Management (HPM) to help improve employee outcomes of performance within your organisation.**

## High Performance Working

**“High Performance Working concept can be defined as comprising of a bundle of practices that help to attract and hire talented and qualified workforce, which can be developed in order to achieve a high performing culture, which can help achieve a competitive advantage and a high performing organisation” (Taylor, 2016).**

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### 1.1,1.2,1.3

Senior management and HR ensure they have the right workforce through effective selection at recruitment stage. This involves a workforce having the best skills mix and experience, whilst ensuring retention practices are in place to help retain the right people (Taylor, 2016).

One of the main objectives in Human Resource Management (HRM) is to achieve high performance working; everyone within the Organisation should work in collaboration; HR managers, senior manager, team leaders and subordinates all have a responsibility in creating a high-performance work culture (Taylor, 2016).

HR work collaboratively with line managers'; providing training, tools and advice, to encourage and achieve 'high performance working' from employees as well as teams directly across the Organisation; ensuring that commitment is gained from employees' and determination to succeed in their organisational objectives, which form part of their performance reviews or appraisals and enabling career development (Taylor, 2016).

High Performance Work systems (HPWS) are defined as a bundle of human

resources and management principles such as; policies and practices which attract, retain and engage employees, known as 'best practice'; which encourage employees to achieve high levels of involvement and commitment in their own performance (Taylor, 2016).

## Elements of People Performance Model

- Recruitment and Selection
- Training and Development
- Pay Satisfaction
- Career Development Opportunities
- Teamworking
- Job Autonomy/Challenges
- Employee Participation
- Employee Involvement/Communication
- Performance Appraisals
- Flexible Working/Multi-Skilling
- Job Security
- Work-life Balance
- Terms and Conditions of Employment

(Taylor, 2016)

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### 1.1,1.2,1.3

According to Taylor (2016) the bundle of practices for HPWS comprise of the following elements, although composition thereof has never been definitive or confirmed:

**Recruitment and selection:** sophisticated and rigorous process, candidates of which are broad spectrum, likeliness to achieve the desired performance required in the role, is an evidence-based decision, on whom will be committed to producing outstanding performance.

**High levels of investment in Training and Development:** ensuring employees are able to gain career progression opportunities through advancing their personal development and capabilities.

**High levels of Pay:** performance related pay, attracting high performers, helping the organisations retention and investment of staff employed, which is an incentive for employees to satisfy/maximise their contribution along with increasing their pay.

**Internal promotion systems:** maximising and investing in HR development, retaining

the people you have invested in, who might otherwise have left the Organisation for other opportunities.

**Team-working based approaches:** empowering teams/groups in objective setting, making improvements to help achieve set objectives; which can involve a team incentive reward.

**Grievance procedures:** enabling employees believing they have been treated wrongly raise issues with senior management, without need of resigning or having to look for alternative employment.

**High degree of participation in decision-making:** allowing employees voice and autonomy in organisational policies and practices; resulting in an engaged and committed workforce.

**Information sharing:** whereby managers inform the workforce of issues or future organisational plans, giving effective employee involvement.

**Effective performance appraisal system:** ensuring each department/team or employee has an appraisal with set targeted goals aligning with organisational strategy to achieve its objectives.

**Flexible working:** in particular multi-skilling of the workforce to enable deployment into different areas, giving adaptability when required.

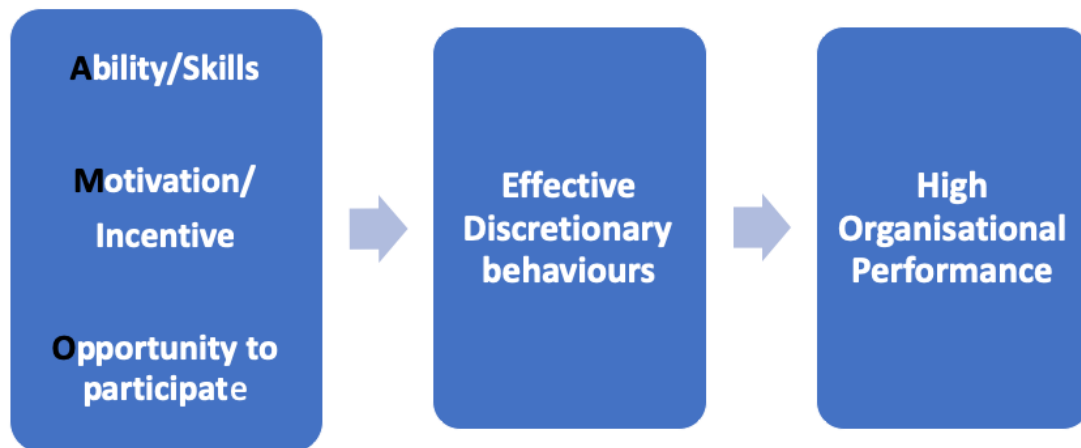
**High degree of job security:** which is underpinned by strong performers who are committed and engaged.

**Good work-life balance:** ensuring workforce don't become stressed/burnt-out; by enjoying a high level of personal well-being.

**High level of harmonisation:** regarding terms and conditions of employment; annual leave, pension, hours of work and facilities on-site etc.

'Best practice' principles have an association with high levels of organisational performance, building a reputation in the labour markets, having a status of 'employer of choice'; which is vital in attracting, motivating and retaining a highly engaged and committed workforce, which demonstrates their discretionary effort through going above and beyond in all that they do; having increased job satisfaction which enables the workforce to work harder in achieving improved performance and positive customer outcomes. It is also said that employees are more innovative and creative, accepting change positively when there are HPWS's (Taylor, 2016).

## People Performance Model



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(Appelbaum et al, 2000)

### 1.1,1.2,1.3

There have been numerous researches over the years, but Hulselid (1995) in his research concluded, the more sophisticated the HR processes and practices were, the results showed less turnover of staff, higher market value and profits; showing HRM added significant value.

John Purcell Bath University carried out research called the 'black box study'; this concluded that high performance policies and practices should be in place; companies' mission and vision ensuring values are embedded within policies and practices and have effective line management. High performance working practices lead to superior business performance; findings found the AMO model; Ability, Motivation and Opportunity to perform well; also needs to be fully present, line managers are key in linking people performance. Increases in performance can lead to improved organisational, team and individual performance which can release discretionary effort (Taylor, 2016).

This model above illustrates the way line managers utilise hygiene factors; namely policies, procedures and practices of the organisation. Line managers are key in the performance infrastructure delivering organisational policies and practices which are

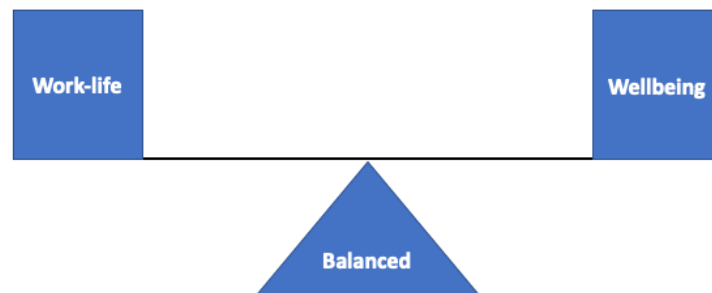
key in motivating the workforce, which in turn enhances their performance and wellbeing, which connects to Fredrick Herzberg's 1959 two-factor hygiene-motivational theory (MindTools, n.d) also the combination of the extrinsic and intrinsic motivation.

Gallup studies also concluded with similarity from the black box study, that HR policies and practices give superior business performance through workforce motivation and similarity to the black box utilising discretionary effort; and Gallup studies utilising employee engagement; thus, linking Huselid and his research. Recent studies have suggested the link between the 'best practice bundle' and 'employee wellbeing' promoting improved performance; wellbeing needs to be balanced, in contrast, engagement that is too excessive causes burn-out or ill-health (Taylor, 2016 and Marchington, Wilkinson, Donnelly and Kynighou, (2016)).

From the studies of 'best practice in HRM' and the formation of bundles of practices and high sustainable organisational performance, these are beneficial to all types of industries, businesses/organisations throughout the world; sustaining a competitive advantage and a positive for the health, wellbeing and satisfaction of the workforce (Taylor, 2016).

Although there are criticisms of the above, in reality these high commitment and high involvement practices could be a mask for intensifying work or that best practice cannot be proven; Fleetwood and Hesketh (2010) state the workforce are the people whom achieve and sustain superior business performance not HR practices or policies, that said HR play an enabling role in creating high performance (Taylor, 2016).

# Work-life Balance and Wellbeing



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## 1.1,1.2,1.3

Work-life balance and Wellbeing is at the forefront, research suggests that over the last decade legislation has led organisations to improve HRM policies by creating family-friendly policies to try and recruit and retain females whom have childcare or caring responsibilities for other family members. Men also wanting this flexibility too. The change in maternity and paternity laws has driven changes in company policies. Sturges (2008) notes millennials regard work-life balance as an important factor, work with greater flexibility and not affect out-of-work commitments. Some organisations such as Hospitals/Health Care establishments are unable to provide flexible working, but compensate by providing wellbeing/benefits packages; the option of childcare vouchers, emergency leave and higher levels of pay etc. (Marchington et al, 2016).

It is important the workforce look after their wellbeing; including their physical and mental wellbeing. Having the right work-life balance is imperative, especially working in the NHS, where a life can be dependent on that one member of staff. Staff can be highly engaged but require breaks and days off to ensure their well-being is not compromised by burn-out, thus impacting on their productivity, as well as physical and mental well-being (Personnel Today, 2018).



# What is Performance Management

**Armstrong and Baron (2004) define PM as:**

**“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”.**

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## 2.1,2.2

By measuring performance, you can see the effectiveness and ineffectiveness of teams, individuals or how the overall organisation is performing (Armstrong and Taylor, 2014), any inefficiencies need addressing.

Theories and approaches of organisational success include ‘best practice’, ‘best fit’ contingency and resource-based views; improving the commitment of employees; going above and beyond in their role enables a successful organisation (Wilkinson and Taylor, 2016).

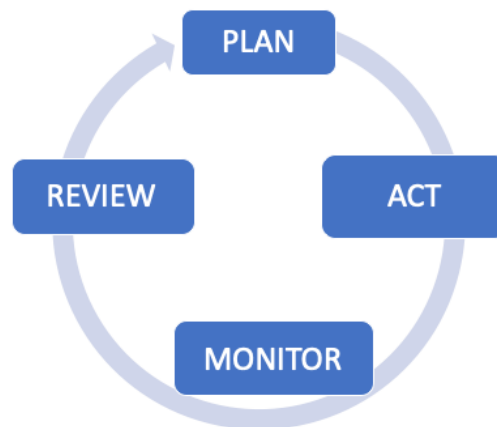
Organisations have an obligation to their stakeholders to perform; the workforce should have the skills, dedication, motivation and expertise to deliver at all levels (Armstrong and Taylor, 2014). Performance management should be based on long term goals which are aligned strategically and fully integrated with how people are managed.

Performance management ensures all individuals/teams within an organisation are committed, engaged and motivated in working towards improving their performance by continuously reviewing, measuring, assessing, monitoring, coaching and feedback

from their line managers; ensuring their objectives and performance which are aligned and form part of the organisational mission, vision and strategy are met by developing the knowledge, capability, skills, ability and by HR adding value where there are gaps in training or career planning also where performance and capability may decline, disciplinary action may be required. Holding to account for their performance, reward, career progressions and in some cases termination of contracts (CIPD, 2018).

## William Denning's 1965 Plan-Do-Check-Act Model Performance Management Cycle

(Armstrong, 2010)



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### 2.1,2.2

The Performance Management Cycle; a continuous process which line managers and employees are involved in the self-renewing cycle involving the following (Armstrong, 2010):

**Plan:** Line managers discuss with individuals the organisational vision, objectives and competencies required for the role. A performance agreement to recognise, select objectives and behaviours and to improve performance. The development of a personal development plan is produced, setting out to further improve and strengthen the required skills, knowledge, competencies and behaviours.

**Act:** Carrying out the job role and working towards achieving the development plans objectives whilst improving own performance.

**Monitor:** Line managers continuously managing performance, provide feedback and coaching; under-performers are dealt with appropriately.

**Review:** Performance reviews to identify progress and achievements, identifying required improvements, if any, building on what has already been achieved.

The process will revert back to the planning stage of the continuous cycle; which builds and improves employee capability and commitment, through the continual performance process forming part of the employee lifecycle.

# Performance Management Measures

- Appraisals
- Annual Reviews
- Personal Development Plans
- SMART/DUMB
- Targets/Incentives/Monitoring
- Balanced Scorecard: financial, internal business processes, learning, growth and customer linking employee performance
- Key Performance Indicators: aligned to goals and objectives of an organisation; the objectives are aligned to the strategy
- 360 degree evaluation: Insight into how colleagues, peers and stakeholders feel

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## 2.1,2.2

HR and line managers can measure individual performance through appraisals/annual reviews or personal development plans. This is where individuals meet with their line manager annually to discuss their performance; outcomes of which are recorded on their personnel file. Bloom et al (2012) researched that 23% of organisations were more productive utilising the criterion below:

**Targets:** agreeing objectives to be achieved by benchmark dates

**Incentives:** reward and recognition/career development

**Monitoring:** analysis of performance/identify improvements

The aim to increase morale; improving team/individual performance; managing and reinforcing control; identifying learning, training and developmental opportunities; communication of organisational goals and expectations; which increases workforce capability, commitment and recognising and rewarding talent through their feedback. Which can help select individuals for promotion, redundancy or incentive-based pay (Taylor, 2016).

Many organisations have formal performance management systems in place; there is

little evidence to suggest they improve performance. Some organisations are replacing appraisals with frequent informal meetings between managers and employees. Having regular discussions with managers ensures performance improvements can be managed sooner and changes within organisations can be met; due to rapidly changing jobs and culture climate, ensuring organisations have the right employee talent (Cappelli and Tavis, 2016).

There is in contrast the view that workforce's honesty is diminished if appraisals are connected to pay, redundancy or promotion, therefore, it is said that a system requires to either be based on behaviours or output.

The two types of performance management systems; behavioural in the way results are achieved using a competency system and assessing past performance or outputs based on target-setting of objectives and goals. SMART objectives can be used in appraisals which are Specific, Measurable, Achievable, Realistic and Time-bound, but due to the nature of the changing context and competitiveness of markets, Rose (2000) introduced DUMB; Defective, Unrealistic, Misdirected, Bureaucratic giving greater flexibility. In contrast can be unfair bias in that individuals could be rated poorly overall based on one area of poor performance or could avoid giving low ratings when deserved, in fear of upsetting the performer. This causing employee demotivation and dissatisfaction (Taylor, 2016).

Baker (2013) states performance management systems such as appraisals are outdated, they should be regular, suggesting a new framework consisting of Five Areas of Conversations to cover each at 6 monthly intervals to create a more frequent, flexible and focused approach; covering "job satisfaction and commitment, training and development, improving efficiency and effectiveness, improving individual performance and longer-term career aspirations".

## Recognising and Rewarding Talent

- **Performance-related rewards**
- **Appraisal-related pay**
- **Individual performance-related pay**
- **Financial Rewards/Bonuses**
- **Team-based Rewards**
- **Recognition Rewards – Awards/Certificates/Verbal**
- **Non-Financial Rewards – Holidays, Learning & Development Opportunities, Greater Responsibilities**
- **Personal Bonus/Organisation Wide Bonus/Share Options**
- **Intrinsic: Purpose, Commitment and Engagement**
- **Extrinsic: Verbal rewards**

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### 2.1,2.2

Performance related rewards are said to enhance and improve workforces' performance, productivity and therefore organisational performance.

Kessler and Purcell (1992) say it can:

- Evoke a greater work effort
- Increases job satisfaction and employee commitment
- Attracts and retains high performers in a tight labour market, having a fair reward system for effective performers
- Facilitation of change in organisational culture and values; generating performance-orientated culture
- Enhanced employee involvement in organisational success
- Communicate the objectives and performance expectations
- Line managers having increased responsibilities
- Financial control; targeting pay where most effective
- Monitoring employee performance

Improving performance can be based on the assumption that reward is a linkage.

Reward is said to increase the workforce's motivation to perform.

The underpinning theories of performance are:

Goals: having specific goals or challenges which people can achieve successfully and timely feedback (Hutchinson, 2013)

Control: giving feedback so people know what they have to do to improve (Aguinis, 2013).

Social Cognitive: gives people the self-belief and encouragement they can perform (Jahan, 2019)

Rewards can either be intrinsic or extrinsic or a combination of both dependent on the organisational context and culture (Perkins and Woodhams, 2016).

Recognising and rewarding talent can be through individualised performance-related pay when working through banding/grading system, thus linked to performance-appraisals which helps embed a high-performance culture. There can be contrasting arguments for and against individualised performance-related pay; it can aid recruitment/retention and reward exceptional staff, but in contrast pay awards can be too low and measuring performance difficult (Hutchinson, 2013).

By managing performance, you can recognise and reward talent through formal recognition which is individual, or team-based. Top performing teams/individuals can be recognised through awards or certificates; individual awards can be based on individual appraisal ratings; KPI's, profit shares strengthen employee commitment, loyalty and motivation. Recognition awards can be powerful motivators in rewarding outstanding performance; these can be verbal, written and worth more to an individual than a pay rise. A reward scheme will have to fit the organisational culture, expectations, values and the type of work, as one scheme does not fit all. It must also be fair, have a valid performance criterion, consistently applied and consideration given to the reward distribution (Hutchinson, 2013).

## Performance Management from a HRM Perspective

**Strategic:** Achieving long term organisational goals

**Integrated:** Vertically integrating the organisations department, team and individual objectives to the strategy and goals and horizontally integrating the HR policies and practices 'bundling'

**Shared:** Improved organisational performance through shared understanding of corporate goals and values, enhancing employee motivation, satisfaction and identification.

**Continuous Process** Formal and informal processes

**Specific:** Tailored to the organisations values, culture and context and the relationship of the employees and their job type

**Flexible:** Changes in a competitive economic environment requires flexible performance management approaches

**Delivered & Owned by Line Managers:** Enacting policies in day to day activities, appraisals and feeding back, observing and reviewing performance and providing support to underperformers

**And elements of:**

**Best Fit Approach:** Tailoring PM to the business context internally/externally

**Resource Based-Views:** Developing internal strategic resource capabilities of the organisation such as line managers role and build superior performance and a sustained competitive advantage

**Best Practice:** Best aligned HR policies and practice 'bundles' which achieve a competitive advantage and link to performance

(Hutchinson,2013)

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### 3.1,3.2

The role of the line manager is to manage the workforce effectively, helping to gain revenue and decrease costs. Line managers can strengthen performance of the workforce by motivating, enhancing performance whilst enabling the ability and opportunity to develop. The ACE model can be utilised by line managers to set clear goals, understand the workforce's abilities in guiding and coaching. Performance management that invests in the workforce can lead to discretionary effort (Rees and Tymon, 2016).

Line managers enact and implement HR policies and practices and are crucial in performance management in that they are able to execute processes. Some managers lack the right skills set for reviewing employee performance. Managers are required to provide feedback, identify objectives to be set; are clear how their workforce will achieve them and how significant their contribution is (CIPD, 2018b).

When line manager's and workforce have positive relationships, high levels of loyalty, job satisfaction and commitment is likely, which leads to high levels of performance which form a positive psychological contract. Discretionary effort can be seen in employees going above and beyond in their commitment to work

(CIPD,2018b).

Many core HR activities have now transferred over to the line manager which includes recruitment, job design, objectives setting, collective pay setting provisions, individualised performance-related pay linking to salary and progression. Outsourcing of transactional HR activities have been passed to the line manager, records maintenance; input data and manage HR activities such as training and payroll information. Line managers are now able to coach and develop their workforce. Employee engagement, people management and staff wellbeing are high on the agenda (CIPD, 2018b).

In contrast due to line managers work pressures, it can affect performance management roles. An NHS study (Hutchinson and Purcell, 2010; Boaden et al, 2008) identified workloads being a barrier. Prioritisation given to clinical work takes preference over HRM activities and people performance. Other studies have shown that in businesses managers give priorities to 'harder' tangible outputs, such as sales targets rather than 'softer' people management, due to slower returns. A lack of understanding and knowledge of HR policies or strategy; managers failing to ask for guidance on specific complex issues such as grievances or disciplinaries can fail to follow process (Hutchinson, 2013).

## HR and Line Managers Working Together

- HR undertake training and give support to managers
- Monitoring/Coaching/Counselling/Mentoring of the workforce
- Supporting Managers in identifying training needs of the workforce/Performance Improvement Plans
- Providing advice on performance such as sick absence, capability, disciplinary & grievance
- HR co-ordinate processes
- Line Managers to relay good HR practices in everyday situations
- Line Managers lead and support and encourage CPD

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### 3.1, 3.2

Strategy is said to increase the commitment, engagement and performance of the workforce; therefore, vital that HR professionals support line managers in performance management processes. Thus, linking with senior management to ensure they are committed to act as role models in order that positive outcomes, behaviours and performance are facilitated (Rees and Tymon, 2016).

HR and line managers can work together in providing advice and support in the whole employee life cycle, specialist support, complex advice to line managers with regards to issues around performance. Involving line managers in developing performance management policies, procedures and processes; being open and honest, sometimes including the workforce. Thus, creating excellent working relationships and engagement (Hutchinson, 2013).

HR professionals and line managers shared practices consist of sophisticated recruitment and selection through competency framework which involves organisational mission, vision, objectives and values; induction process and communicating the formal performance management process and working together improving underperforming individuals (Hutchinson, 2013).

Line managers and HR professionals should work collaboratively and maintain a consistent approach, they have a vested interest in the organisational success and become more proficient in their HR activities. Performance management inconsistencies can lead to negativity in job satisfaction of the workforce (Mayhew, 2019).

## Conclusion/Summary

High performance cultures are built around the line manager and the 'bundles' of high performance work practices with a formal performance management system; built around the workforce and their effectiveness and development of talent. To enable sustainment of high levels of performance, it should be embedded into the culture of the organisation and strategy. Line managers can build high trusting relationships with the workforce and be open and honest, maximising performance will achieve the organisations vision, mission, objectives and goal. High levels of performance achieves a competitive advantage; performance management and retention of talent all adds value (Taylor, 2016 and Rees and Tymon, 2016)

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Human Resources

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