

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the link between individual and organisational performance

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 managers in performance management processes
- A description of some different ways in which line managers can work together in performance management processes

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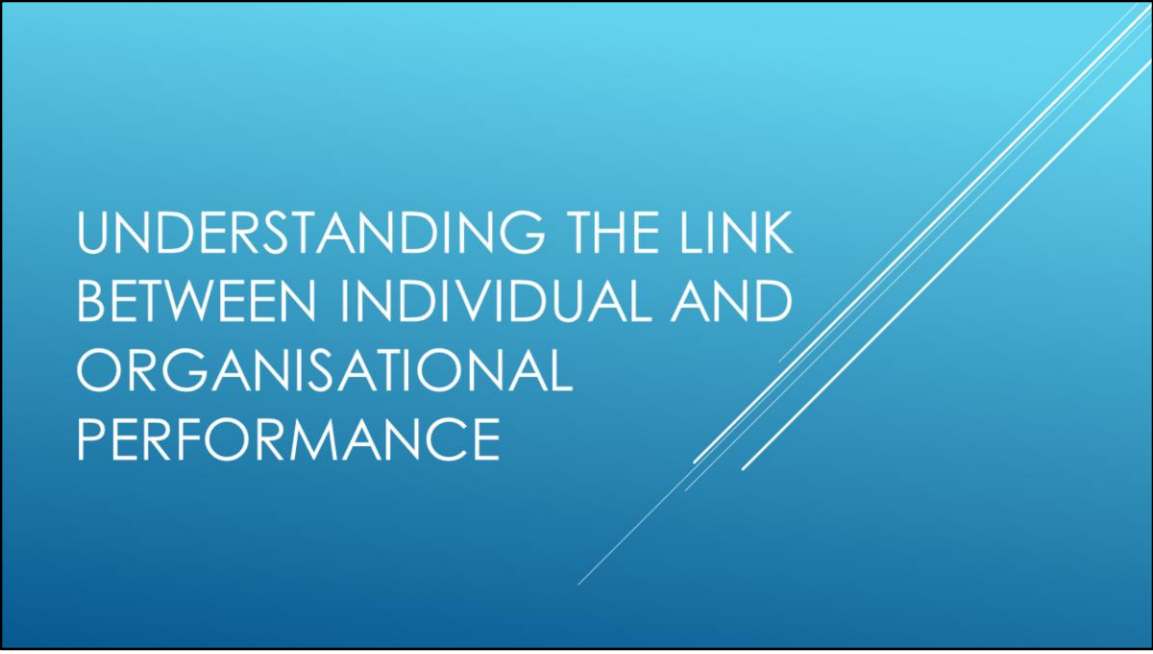
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By signing below, I confirm that the work/evidence presented is my own, undated work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Jane Soder

Date: 8th June 2019

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UNDERSTANDING THE LINK BETWEEN INDIVIDUAL AND ORGANISATIONAL PERFORMANCE

LEARNING OBJECTIVES

Understand the concept of high-performance working (HPW) and how it can benefit individuals and the organisation.

Understand the contribution of the performance management process to the high levels of performance.

Understand the role of line managers in the performance management process.

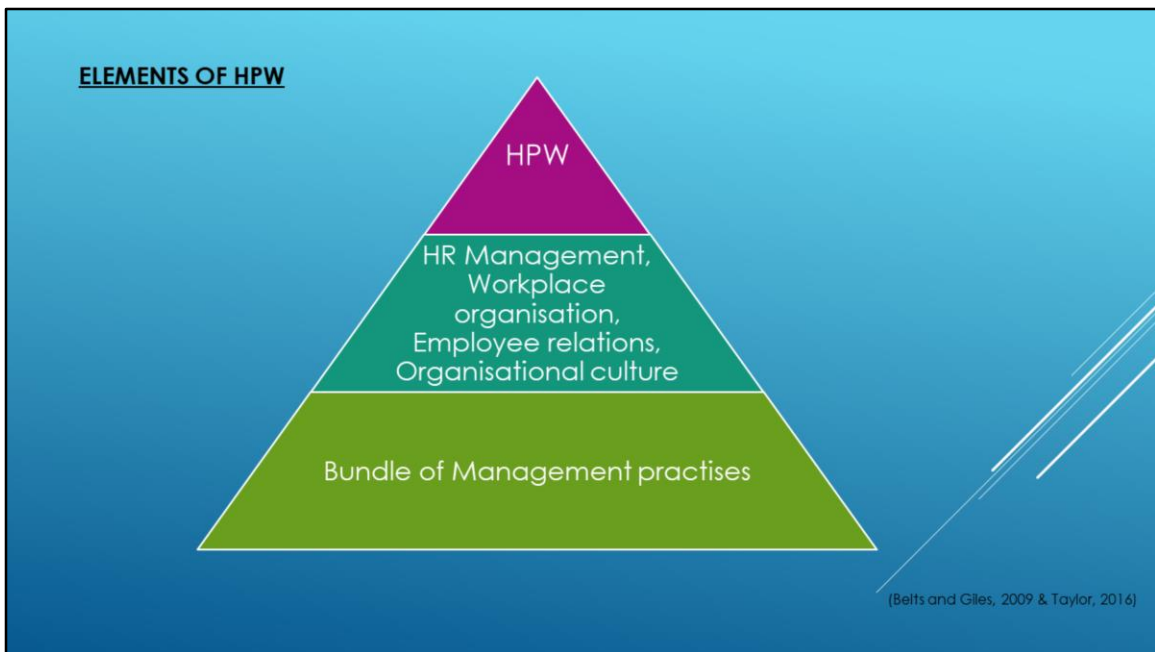
WHAT IS HIGH PERFORMANCE WORKING?

'a general approach to managing organisations that aims to stimulate more effective employee involvement and commitment in order to achieve high levels of performance,... designed to enhance the discretionary effort employees put into their work, and to fully utilise ... the skills that they possess'. (Belt & Giles, 2009)



High performance working (HPW) is defined as ***'a general approach to managing organisations that aims to stimulate more effective employee involvement and commitment in order to achieve high levels of performance,... designed to enhance the discretionary effort employees put into their work, and to fully utilise ... the skills that they possess'*** (Belt & Giles, 2009)

Organisations generally want to be viewed as a 'good employer', attracting individuals, motivating their workforce to perform well and gain respect from customers and peers. It is not easy to define what makes a 'good employer' but high performance work systems are normally present. Stone, et al., (2012) identify that due to the 'holistic' nature of HPW it is often difficult and complex to achieve, however it is underpinned by a high performance working system (HPWS). This is a 'bundle' of aligned and mutually reinforced management practise and policies that are usually introduced to an organisation at the same time. There is no clear definition of what should be included in a HPWS often differing between organisations, however they should include practises which encourage employee commitment and involvement. (Taylor, 2016)



HPW practises can be grouped into employee involvement, skills acquisition and motivational practises (Wood, et al., 2013) and typically expand over a variety of areas: (Belt & Giles, 2009)

HR management: good job design, highly sophisticated recruitment ensuring those selected are likely to perform well, good levels of pay reflective of performance encouraging strong performers and increasing retention, effective incentives, fair grievances procedures, organisationally aligned effective performance review process and workforce development through high investment in training and internal promotions; (Taylor, 2016)

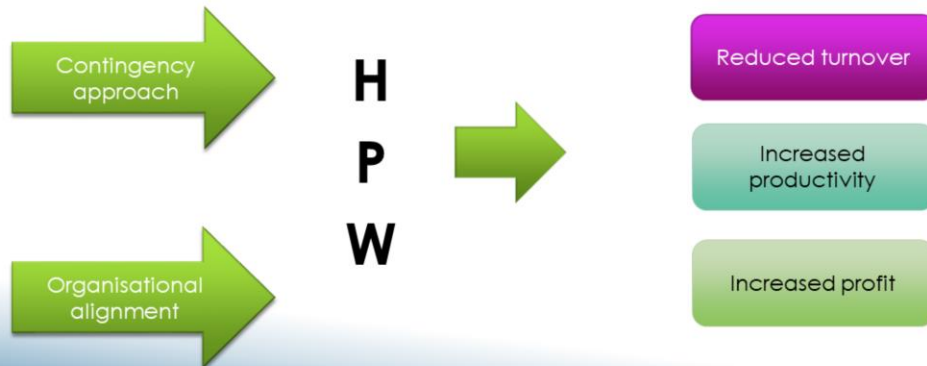
Work place organisation: Team based approaches enabling employees to determine how they achieve objectives and empowering them to make improvements, flexible working linked to multi-skilling enabling swift redeployment and the ability to react to new opportunities; (Taylor, 2016)

Employment relations: high levels of transparent information sharing, high degree of employee participation and involvement in decision making which in turn increases autonomy and thus commitment; (Taylor, 2016)

Organisational culture: Clear strategy decanted to all levels within the organisation, high degree of job security, provision of a good work life balance, high level of harmonisation with regard terms and conditions which reduces hierarchical

differences (Taylor, 2016) and increases the sense of fairness.

LINK BETWEEN HPW AND POSITIVE PERFORMANCE



Huselid, 1995

HPW can be difficult and complex to achieve, (Belt & Giles, 2009) however there is significant evidence to suggest inclusion of HPWS is associated with good organisational performance, with increases of 20-40% in productivity reported between those that adopt HPWS and those that don't. (Tamkin, 2004) If it is agreed that HPW increases productivity then it would be fair to say that there would be an increase in sales and profitability. Supporting this, Huselid (1995) carried out significant and broad research into the link between turnover, productivity and financial performance and HPW proving that there were significant financial benefits to 'enlightened, people focused' practises. (Taylor, 2016) Much research focuses on the implementation of HPW practises, indicating that adoption of such practises can create a source of competitive advantage particularly if they are aligned with organisational goals. Additionally, it is identified that effective systems, which create a synergistic effect and help competitive strategy are themselves sources of sustained competitive advantage, although there is little empirical evidence to support this. (Huselid, 1995) It is also believed that the impact of HPWS on organisational performance is dependent on internal fit and external fit. Little evidence has been found to support this either way; (Huselid, 1995) although it is suggested that the most effective 'bundle' of practises should be implemented using a contingency approach and shaped to suit the organisation (Belt & Giles, 2009) This implies that

both elements should be considered, a view shared by the CIPD. (CIPD, 2018).

OPPOSING VIEWS TO THE LINK

Causal or Correlation

Purcell et al, 2013 v Fleetwood & Hesketh, 2010



HPW a disguise for negative working conditions



Difficult to achieve

HPW systems are not effective on their own.



(Belt and Giles, 2003)

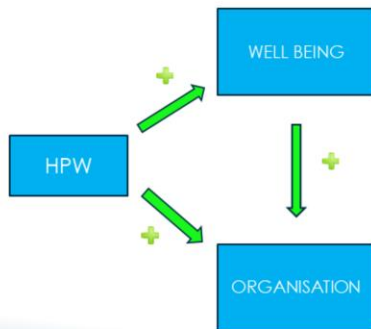
Wright and McMahan (1992, cited in Huselid, 1995 p636) report that sustained competitive advantage can only be achieved through HPWS if four elements are satisfied; the practises must add value to the production process; that levels of individual performance does matter; the skills that firms are seeking are rare; the human capital investment cannot be easily imitated and that the human capital is not subject to replacement by IT. All four areas highlight the importance of employees in the creation of competitive advantage and sustainable performance, a view mirrored by Fleetwood and Hesketh (2010 in Taylor, 2016. p204). They state that it is the people who are responsible for sustained high organisational performance highlighting that much of the research is focused on the HR systems and practises rather than on the role of the individual in shaping performance. They identify that thinking should be focused on HR practises enabling good performance not causing it. Purcell et al (2003 in Taylor, 2016 p202) black box studies support a causal link between HPW and organisational performance which focused on both the HPW practices and the individual. They established that organisations who adopted HPWS, 'brought to life by managers' received a positive response from employees which was measured in terms of job satisfaction, motivation and organisational commitment which then lead to increased 'discretionary effort' and performance. They also identified that the more successful organisations had a HPWS that was aligned with

organisational mission and values. However, in conclusion, they identified that there was no automatic link and that a number of factors needed to be in place if HPWS were to underpin high performance (Taylor, 2016), eg job security (Pfeffer, 1998 cited in Marchington et al., 2016) and the elements of the AMO model whereby an individual has the ability, motivation and opportunity to perform well.

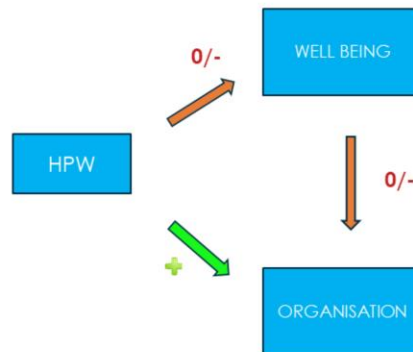
There are many questions surrounding the subject of HPW and its link to organisational; questioning its causality, or whether HPW is a cover for a very different reality of long hours and increased control. (Taylor, 2016) However, there is strong evidence to support the idea that HPWS increase employee engagement which then improves job satisfaction, motivation and commitment thus reducing turnover and ultimately improving overall organisation performance. Despite this evidence many organisations fail to adopt HPW practises to any great extent. (Tamkin, 2004)

MUTUAL GAINS PERSPECTIVE

Positive view



Opposing view



Peccei identified two opposing perspectives for the effect of HPW on individual well-being; an optimistic and pessimistic view. (Peccei, et al., 2013) The optimistic view was; HPW was beneficial to employees, increasing job discretion and empowerment, normally creating a supportive, rewarding work environment which in turn increased well-being and discretionary effort thus improved organisation performance. This effect benefits both the employee and employer. The alternate view is that HPW is harmful to individuals as it has a negative impact on their well-being, with the implementation of more advanced processes normally results in more intensified working, increased surveillance and monitoring. Whilst this could increase productivity it would reduce the sense of well-being with only the employer benefiting. (Barker, 1993 cited in Peccei, et al., 2013 p32) . This viewpoint was mirrored by Van de Voorde (2010) identifying that HPW could have a positive impact on wellbeing and performance and in certain situations there was also a direct positive link between well-being and increased performance. From research it appears inconclusive as to whether HPW has an effect of wellbeing although (Guest, 2016) comments that the demonstration of such a link is sufficient to support this theory.

Research identifies that employees in organisations that adopt HPWS are more likely to have better work-related health and well-being, reporting higher levels of job

satisfaction, contentment and commitment, however if HPWS are in place purely to maximise productivity with little regard for welfare then an increase in 'conflicting outcomes' may lead to poor well-being. (Ogbonnaya & Nelson, 2016) With this in mind Guest (2016) states in order to enhance wellbeing consideration to health and safety, equal opportunities, flexible family-friendly practises and consultation must be made when developing a HPWS; leading to a more positive employment relationship with mutual benefits for the individual and organisation.

PERFORMANCE MANAGEMENT.....

'establishes objectives through which individuals and teams can see their part in the organisation's mission and strategy, improves performance among employees, teams and, ultimately, organisations and holds people to account for their performance by linking it to reward, career progression and termination of contracts''. (CIPD, 2018)



The CIPD (2018a) explain that there are many definitions of performance management (PM) but define it in a broad sense as an activity that is strategically aligned and integrated across the organisation; which ***'establishes objectives through which individuals and teams can see their part in the organisation's mission and strategy, improves performance among employees, teams and, ultimately, organisations and holds people to account for their performance by linking it to reward, career progression and termination of contracts''***.

PM is not classed as a tool or technique (Armstrong, 2012), or as an isolated event but as a continuous cycle combining a number of HR activities. (CIPD, 2018a) There appears to be a number of published models, however they all appear to consider the necessity to plan, take action, monitor and review (Armstrong, 2012) with some including the additional step of reward.

PERFORMANCE CYCLE



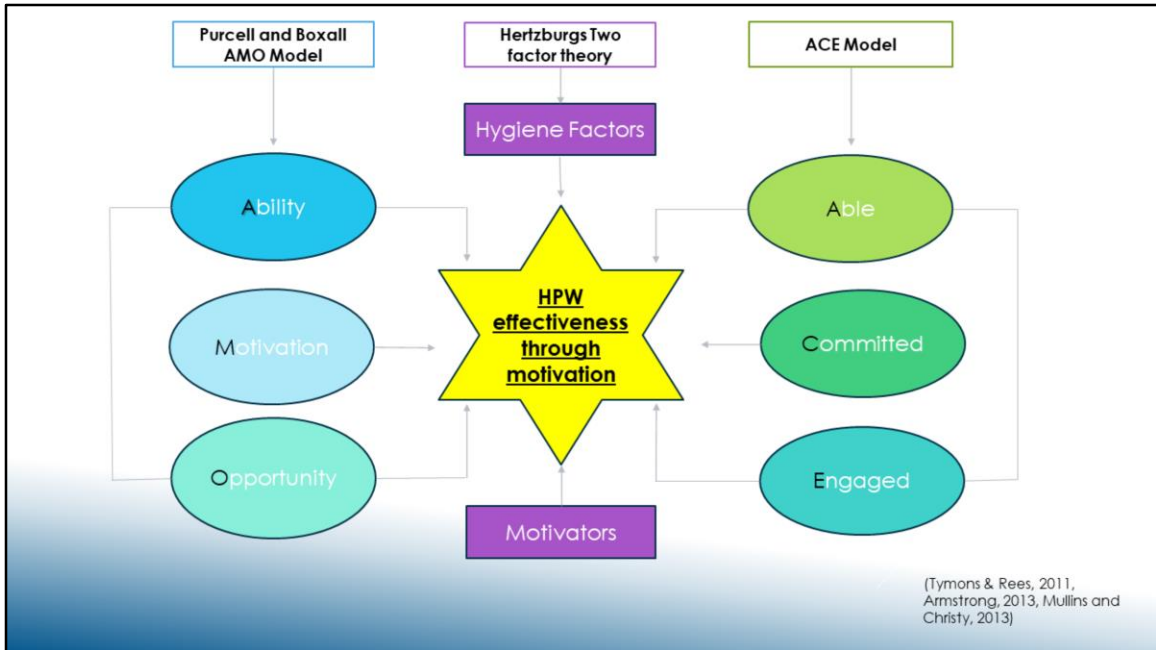
(Armstrong, 2013)

PLAN - Individual performance objectives should align with overarching organisational strategy as well as considering the individual skills, behaviours and knowledge that require development (Strebler, et al., 2001) It is possible to align the objectives with specific projects especially in fast moving organisations. (Cappelli & Tavis, 2016) Objectives should be SMART (Dickmann, 2018) and could include participative objective setting to increase individual ownership and more positive outcomes. (Gifford, 2016)

ACT – Individuals are required to carry out the agreed objectives and respond to new demands (Armstrong, 2012)

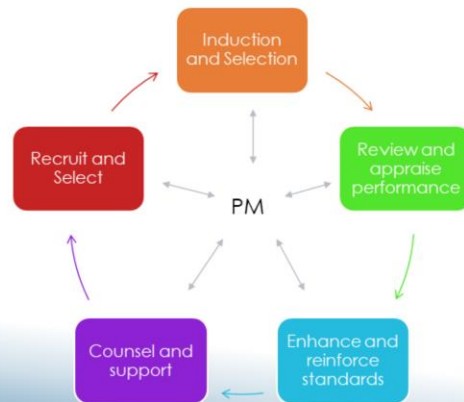
MONITOR – Line Managers need to regularly check progress against the agreed objectives and respond to new demands, providing continuous feedback and coaching.

REVIEW – Formally discuss achievements and progress, identifying any steps required to develop performance further thus continuing to the planning stage. At this point reward may also be given for successful completion of objectives. (Armstrong, 2012)



Part of PM and key to developing individuals is motivation and the people-performance link as outlined by Boxall and Purcell's AMO model. (Tymon & Rees, 2011). This is similar to the ACE model whereby individuals must be able, committed and engaged in order to perform. (Armstrong, 2012). Herzberg's Two factor theory identifies the existence of 'hygiene' factors which are expected, avoiding demotivation and unfair treatment eg salary, job security, policies and also 'motivators' which relate to the quality of the work experience and what they are allowed to do eg learning and development. (Mullins & Christy, 2013). This emphasises the need for hygiene factors to be present in order for motivators to be effective.

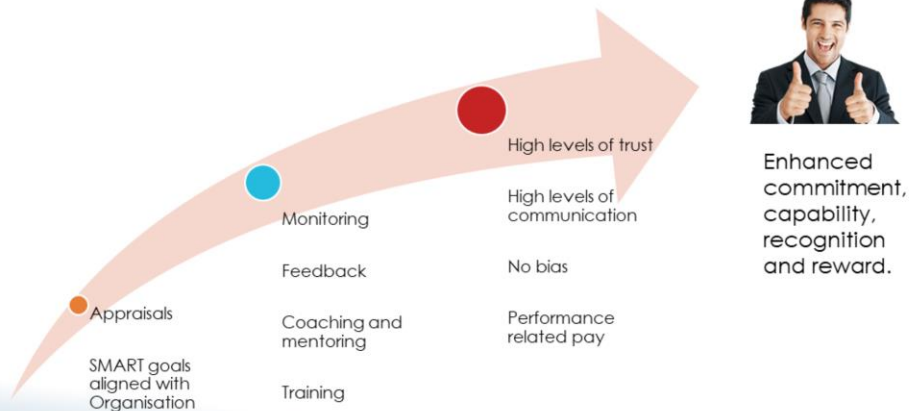
PM LIFECYCLE



(Marchington et al, 2016)

PM is often similar across organisations with no single best approach identified, hence organisations should develop specific practices to 'best fit' their organisation (CIPD, 2018a). Whatever approach is adopted it is important to recognise that PM follows the lifecycle of the employee from as early as recruitment where sophisticated processes are introduced to enable self-selection against a number of factors including organisational values. During employment performance is often measured, reviewed and evaluated through a formal appraisal process which identifies training and development needs. Whilst there has been a move away from annual appraisals with more agile and regular feedback systems being adopted (Cappelli & Tavis, 2016), there is still a strong belief that PM systems can improve productivity by increasing individual and collective performance, clarifying expectations and improving two way communication. Also achieved is an improvement in individuals understanding of organisational goals. (Taylor, 2016)

POSITIVE EFFECTS OF PM



By managing talent organisations can build a high performance workplace, this talent management starts at the point of recruiting individuals and should extend through induction to their development in a view to long term retention. (CIPD, 2018b) The PM process can be used to identify 'talent' through appraisals and performance reviews, (Chubb, et al., 2011) as they are a basis for communication around feedback and career development. (Yarnall, 2008 cited in Chubb, et al. 2011 p32). As part of the formal performance process goals are often set, being one of the most powerful and evidence-based methods of enhancing performance, however the effectiveness of goal setting is dependent on continuous feedback and monitoring. (Barends, et al., 2016) High performing individuals value this level of communication as well as coaching and mentoring (Chubb, et al., 2011)as it enables them to plan their future (Marchington, et al., 2016) thus increasing commitment to the organisation. The type of appraisal will have an impact in the outcome with regard to the recognition and reward of talent and individual capability. Many appraisals focus on past performance and are administrative ie used as a basis to provide information relating to pay rewards, alternatively others are future-focused and strength-based with a focus on developing an individual. It is very difficult to have a system that encompasses both so organisations need to establish which method is more suited to their overall strategy (Gifford, 2016)

It is important to consider the possibility of bias particular in appraisals with rating or ranking scores as outcomes are often influenced by the relationship between the appraisee and appraiser. (Cappelli & Tavis, 2016). Unfair and inaccurate assessments of performance will produce a 'shaky' appraisal process (Gifford, 2016), having a detrimental effect on levels of commitment. To combat this organisations can utilise 360 degree appraisals which invite feedback from a number of people, creating a

elements in turn increase commitment to an organisation.

LINE MANAGERS AND HPW

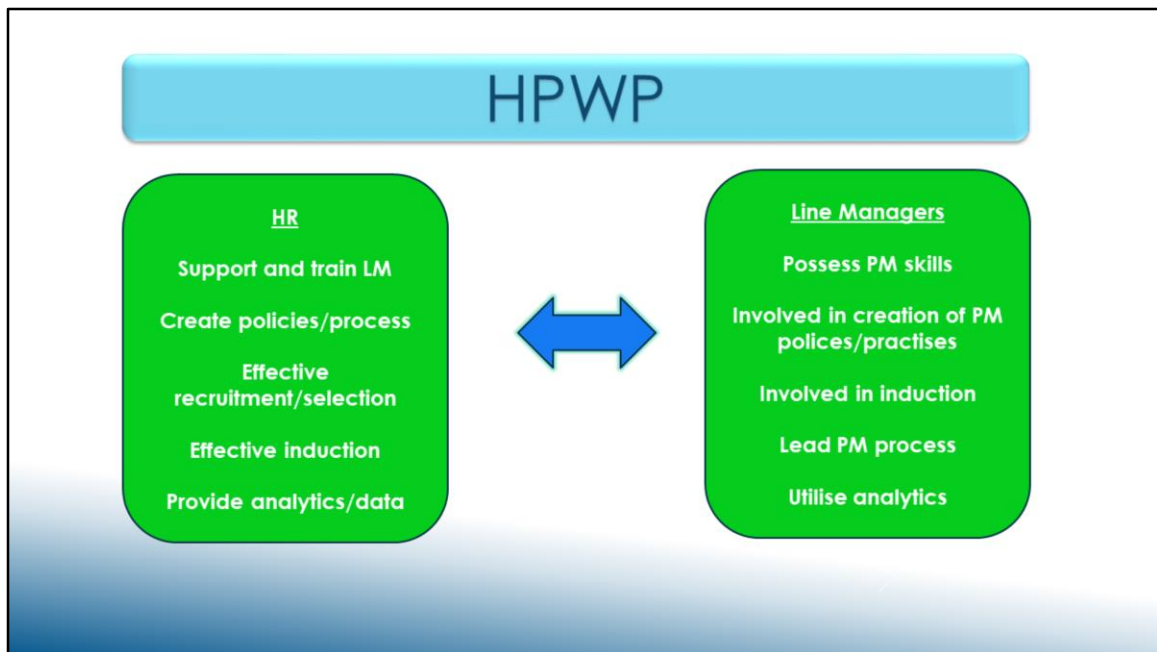


PM consists of two mutually supportive processes; a formal organisational framework and informal day to day management of individuals by immediate line managers.

(Rankin, n.d.) A Gallup Survey indicated that the best managers created a high performing culture by setting clear goals and expectations, clearly defining job roles, creating trusting relationships and encouraging employee growth and development; identifying that if this did not happen empowerment of employees would be difficult and would have a detrimental effect on performance and productivity. (Abdallah & Ahluwalia, 2013) It is important for managers to recognise that when they are setting goals they be both organisationally aligned and be participative or self-setting as individual 'buy in' is higher if goals are based around personal interest. (Gifford, 2016; Barends, et al., 2016) Managers should also consider that the success of goal setting is enhanced by combining it with frequent monitoring and feedback (Barends, et al., 2016), thus managers should be aware of personality traits in order to ensure a positive reaction to feedback and future performance. (Gifford, 2016)

Line Managers are involved in PM often through a formal appraisal process or more popular now, less formal agile and frequent one to one meetings. (Cappelli & Tavis, 2016) To enable effective feedback managers must create trusting relationships with open two way communication; assisting in creating a developmental and psychologically safe culture. (Delizonna, 2017) This is a view also mirrored by Holbeche, (2005 cited in Taylor, 2016) who identifies the importance of a psychological contract with regard performance management. In addition she highlights that managers should ensure that expectations are deliverable, that they are honest with employees, respecting and listening to their opinions and giving them an opportunity to develop. This development can come in the form of training or mentoring/coaching, with immediate coaching allowing employees to understand and apply advice more effectively. (Cappelli & Tavis, 2016) There is a concern that

(Rankin, n.d.)



As stated the success of performance management within an organisation is strongly dependant on line managers, however HR must support them to perform their role well. (CIPD, 2018d) There are a number of ways in which this support can be displayed:

Recruitment and selection: HR should implement highly effective recruitment processes adopting competency frameworks to ensure that individuals with the right skills, expertise and qualifications are employed; to both deliver organisational objectives and contribute to the values and aim of the business. The recruitment process should be utilised to identify future talent for the line managers to develop. (CIPD, 2019)

Induction: Effective induction programmes should be devised by HR ensuring that they support new employees and involve managers who contribute continuous guidance and support within the induction period. The induction programme should additionally create a platform to develop the employee/line manager relationship. (Ellis, et al., 2017).

Performance management processes and relevant documentation: While it is down to HR to create and implement performance management process such as appraisals and policies relating to recognition and reward to increase the success of the system, line managers should be involved in their creation thus increasing their commitment to the process (Baron, 2004) . Both formal and informal performance review processes are led by line managers, with the HR role being more supportive and advisory in terms of training and development and disciplinary processes. (Taylor, 2016)

Line Manager training: In order for line managers to provide effective performance management, HR will need to ensure that managers are equipped with both the skills to manage the performance process and also the behavioural skills required to have

strategy. (Chubb, et al., 2011)

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