

Understanding the Link Between Individual and Organisational Performance Management

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Date: 30/08/2021



Understanding the Link Between Individual and Organisational Performance Management

By Laura Daniel

This presentation has been designed for Line Managers to help enhance their awareness and understanding of managing and developing performance.

OBJECTIVES

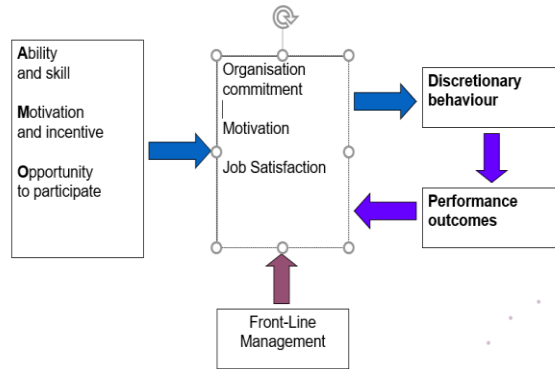
- The concept of High-Performance Working (HPW) and how it can benefit individuals and the organisation.
- The contribution of the performance management process of high levels of performance.
- The role of line managers in performance management processes.

By the end of this presentation, Line Managers will be able to understand: -

- The concept of High-Performance Working (HPW) and how it can benefit individuals and the organisation.
- The contribution of the performance management process of high levels of performance.
- The role of line managers in performance management processes.

People Performance Model

People performance model



An objective for any organisation is to improve its employee performance (Taylor 2016).

The People Performance Model by Purcell et al (2003) illustrates how employees can be motivated by their line managers, by using HR practices to enhance performance.

This model looks at performance as (AMO):

(A) Ability and skill - people want to apply for jobs, are willing to learn new skills and wish to be recognised.

(M) Motivation and incentive - employees can be motivated to use their abilities in a productive manner

(O) Opportunity to participate – employees want to perform well, produce quality work and participate in wider activities e.g. company initiatives.

Successful organisations look to improve its employee performance and strive for a “High Performance Working (HPW)” culture throughout the business.

(Taylor 2016)



Belt & Giles (2009) state, HPW is “a general approach to managing organisations who aim to stimulate more effective employee involvement and commitment to achieve high levels of performance”.

HPW is said to be important for organisations as it combines systems such as, processes, practices and policies, whilst creating an environment aimed to make employees feel motivated, committed and engaged using best practice along with the organisations vision (Taylor 2016).

If these systems are introduced at the same time, they will improve employee performance, whilst helping the organisation become an employer of choice, aiming to attract and retain employees (Keeble-Ramsay & Armitage 2010). HPW requires high commitment and involvement from management for it to work.

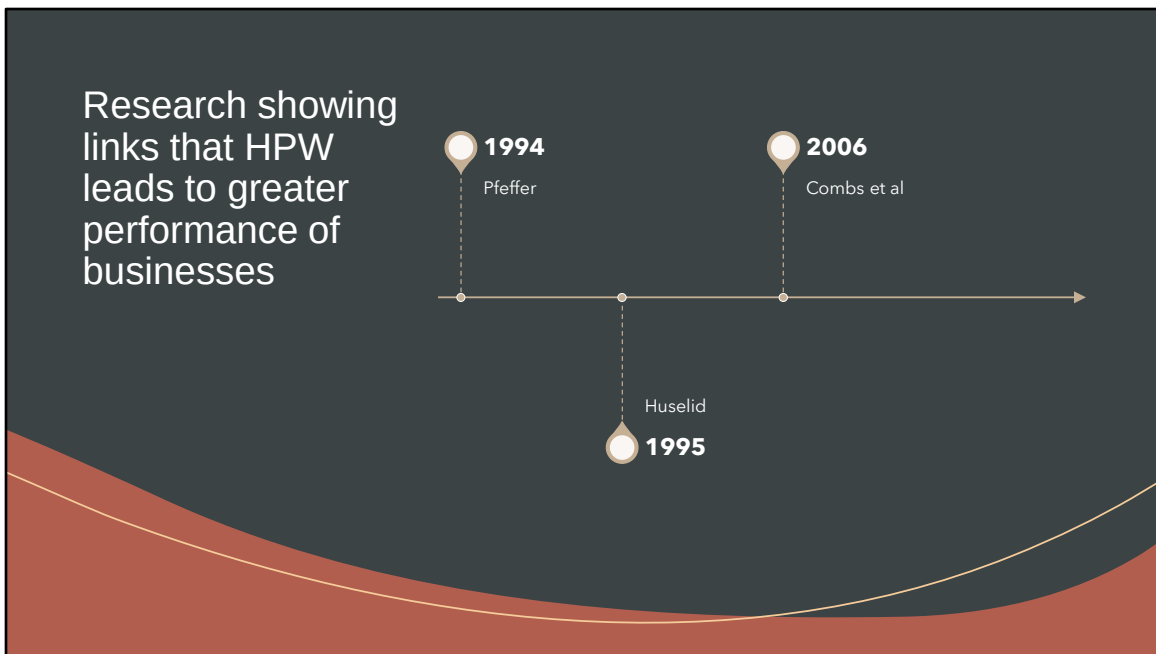
Key Components Of HPW

- High Level of Involvement by employees in making decisions on policies and practices
- Job/employment security
- Thought out recruitment and selection systems
- Broad/High level of training and development
- Useful and effective communication
- Clear Company strategy
- Teamwork



There are key components of HPW that encourage the commitment and participation of employees (Marchington and Wilkinson (2012):

- High level of involvement by employees in making decisions on policies and practices. The more employees are involved, the more engaged they become.
- Job/employment security attracts and retains high performing employees, ensuring employees stay engaged and committed.
- Well thought out recruitment and selection systems. Choosing the candidate most likely to excel in the role, based on the evidence given before them.
- A broad/high level of training and development. Ensuring investment to help employees develop and improve their skills.
- Useful and effective communication through performance appraisals/reviews, ensuring goals and targets are clearly aligned with the objectives of the company.
- Clear Company strategy encourages commitment of employees and promotes successful leadership.
- Teamwork through employee groups and discussions where they decide how to achieve their own objectives and improvements.



Research showing links that HPW leads to greater performance of businesses include:

Pfeffer (1994), carried out research on HR practices of successful and less successful large private sector companies. During this study, it was concluded that a “best Practice bundle” entailing a mixture of policies was used in most companies that excelled. (Taylor 2016 p200).

Huselid (1995) completed the same study on a larger scale (Taylor 2016 p200). This study involved questioning different industries regarding their own HR practices and policies. The results showed that a company’s employee turnover decreased and profits increased when more sophisticated HR practices were used. This showed that HRM works within business and pays off financially (Taylor 2016 p201).

Combs et al (2006) later completed a meta-analysis of 92 studies of different sizes and concluded that HPW practices offer a reduced employee turnover of 4.4% and an increase in return of assets of just under 5%.

The Links have moved on over the years

- Purcell 2003 – Black Box study



The links between HRM and performance management has moved on over the years (Taylor 2016 p201). There have since been studies trying to understand why the link of “best practice bundles” benefits companies.

Some influential findings for these ongoing studies include research on a “Black Box Study” by Purcell (2003), which explored the reasons of why the performance-HR link exists. This study involved identifying organisations where complex policies and HR practices already existed within a range of sectors within the UK. The major findings include:

- Where organisations had High Performance practices, employees were more satisfied, with increased motivation and commitment, making them work harder and above and beyond what was required.
- Complex HR policies along with the company values help to “glue the organisation together” (Taylor 2016). These values ensure that employees and managers share the same purpose within the organisation.
- Line Managers have a crucial role in HRM as they interact with

employees daily.

Links Continued

- Harter 2002 – Gallop Studies



The Gallop Studies by Harter (2002) shows monitoring of organisations to record the level of engagement. As the scale of this study was so large, the results are thought to be credible (Taylor 2016 p202) and shows links on variables e.g. customer satisfaction, employee turnover and productivity. Some of the major findings include:

- Level of engagement between different units of the business varied. This shows that the quality of line management within these units are different.
- Links between employee engagement within the business unit and its success. Units where engagement was high, showed more success than where there was a lower amount of engagement.
- A correlation between staff turnover and employee engagement. Departments where there is more employee engagement, showed a lower turnover.

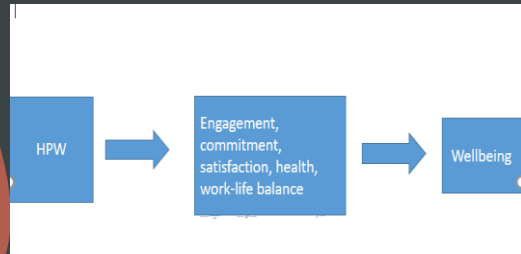
These studies have proven that HPW can give organisations an advantage over competitors, improve employee satisfaction and wellbeing by helping them to perform better.



Although there are many reasons why HPW systems work, there is also criticism e.g. the research cannot be proved or measured.

- Legge (1995) states that HPW system results are felt more by managers and not a true reflection on how employees work and is a “window dressing” and not what happens.
- Taylor (2016 p204) states that the language of HRM is being used to hide what is really happening i.e. longer hours, additional stress and lower job quality.
- Fleetwood (2010) explains:
 - (1) The impacts on the business of HPW interventions cannot be explained in financial terms
 - (2) HRM concentrates more on “HR architecture” and not on the employees
 - (3) Too much trust is placed in the studies.

Wellbeing and the Link with Performance



Studies have been carried out on well-being and the link on performance. The diagram on the slide from CIPD (2021) shows that there is a link between HPW, engagement, commitment, satisfaction, health and work-life balance. This in turn has a positive effect on employee wellbeing and hence results in high performance of employees and the organisation they work.

According to CIPD (2021) “Good health and wellbeing can be a core enabler of employee engagement and organisational performance”. By promoting a commitment to wellbeing, it will benefit both the organisation and its employees. Babic et al (2019) state HPW helps employee wellbeing as employees feel a sense of worth, job security and value by the organisation. This develops engagement which in-turn reduces employee burnout and stress and creates greater job satisfaction.

Google, is listed as a highly and attractive place to work due to their commitment to employees through engagement and work-life practices (Empire Resume 2019) .

According to CIPD (2021), wellbeing initiatives are often isolated from day-to-day business. To fully benefit, wellbeing initiatives should be incorporated into the culture, management and leadership of the organisation.

7 Connected Domains of Wellbeing according to CIPD (2021)

- Health
- Good Work
- Values/Principle
- Collective and Social
- Personal Growth
- Good Lifestyle Choices
- Financial Wellbeing

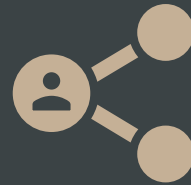


1. Health – Physical, mental health and physical safety e.g. rehabilitation processes, EAP, safe equipment and stress management.
2. Good Work – working environment, work demands, change management and pay and reward e.g. inclusive work culture, training for line managers, job design, leadership and fair remuneration practices.
3. Values/Principles – Leadership, ethical standards and inclusion and diversity e.g. clear objectives, building trust, dignity at work, valuing difference.
4. Collective and social – Employee voice and positive relationships e.g. communication and consultation and teamworking.
5. Personal Growth – Career development, emotional, creativity e.g. mentoring, coaching, succession planning, positive relationships and innovation.
6. Good Lifestyle choices – Physical activity and eating healthy e.g. charity walks and healthy choices at lunchtime.
7. Financial Wellbeing – Retirement planning, financial support and fair pay policies e.g. EAP, pay rates above living wage, phased retirement.

There is evidence that HPW practices can also have negative effects on employee's wellbeing such as increased job strain or anxiety by driving employees to work harder (Ramsay et al 2000). However, by implementing good wellbeing strategies, this should be lessened (CIPD 2021).

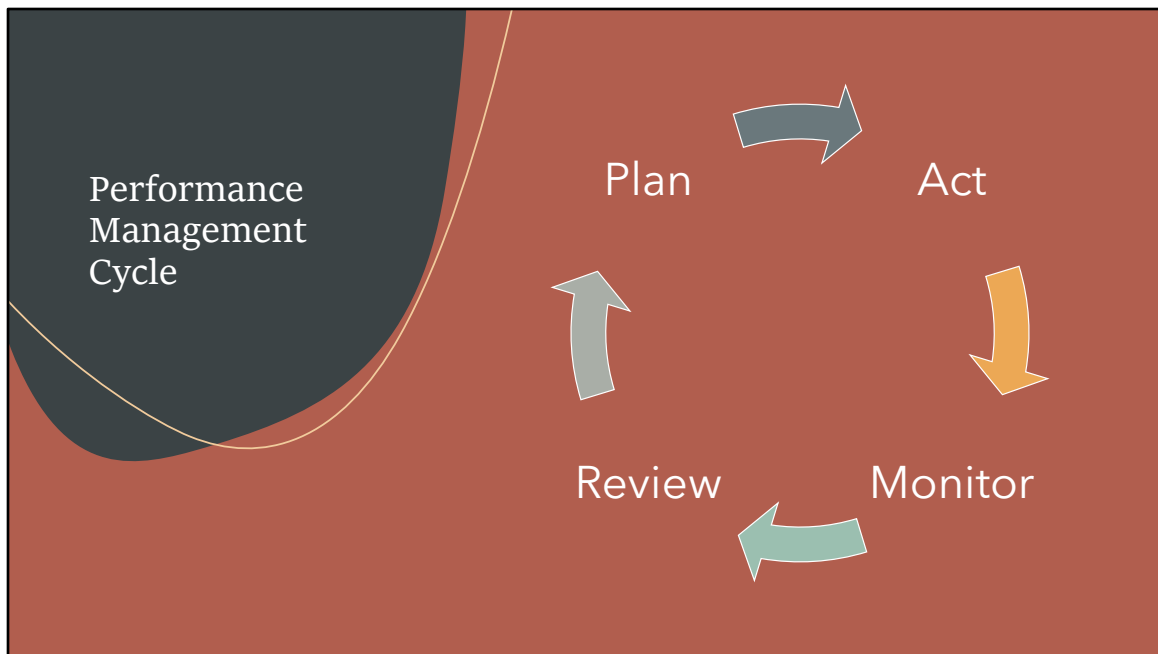
Performance Management can be Defined as

“the continuous communication and feedback between a manager and employee/group of employees towards the achievement of organisational goals/objectives and planning the how to achieve them”
(Lalwani 2020)



The goal of performance management is to ensure that employees are performing efficiently, if not, the issues should be addressed (CIPD 2021)

Performance Management assists employees to see where they belong within the wider company strategy and align with company objectives. It improves performance and productivity and holds individuals to account by linking it with reward and in certain circumstances a termination of contract (CIPD 2020).



A central part of many businesses performance management strategy is the Performance Management cycle, which is a continuous cycle incorporating planning, checking, and measuring the performance of employees (Personio 2021).

There are 4 stages to the performance management cycle each one being distinct from the other (CIPD 2021):

Plan – Organisation and individual goals, development plans, performance improvement or job descriptions, SMART goals. This is an important step to get an overall vision and timeframe required.

Act – This is when employees carry out their role to what was agreed within the planning stage e.g. implementing personal development/improvement plans.

Monitor – Track progress regularly as organisational goals can change. Part of the managers role in this phase is to do regular check-in meetings with the employee (monitor their performance) and ensure support and sufficient resources are available. Here, continuous feedback is given to ensure the goals are achievable and within the specified timescale.

Review - Measures the progress on the employee's overall development plan for the period. A key part of this phase is feedback, where strengths are discussed and any areas where they may require improvement. This is also the time to talk about future development opportunities. It is not only a critique of what happened, but what was accomplished, what challenges occurred, and what the roadmap should be for the future.

It is said by CIPD (2021) that the cycle is a natural continuous process, not a technique used for Human Resource Management and corresponds with the Plan-Do-Act-Check model by William Deming (1965), a model bringing small improvements and thus larger improvements over time.

Key Performance Management Activities

- Communication
- Setting Objectives
- Measuring Performance
- Reviewing Performance
- Identifying Development and Training Needs
- Evaluation
- Linking individual outcomes with that of the Organisation



Some Key Performance Management activities to help organisations succeed include (CIPD 2021):

- Communication of vision and objectives of the organisation– Ensuring that employees have clear expectations on their work assignments and that they are aware of the goals of the organisation.
- Setting objectives for individuals and departments – Matching tasks to employee skills, that will get the best result.
- Measure performance – through monitoring employees and collection of data.
- Review performance – Through performance reviews and feedback e.g. 360-degree feedback.
- Identify training and development needs – From the information collected and via reviews, identifying if the employee requires further training or requirements.
- Evaluation – With the data collected, does anything need to change/alter

to help meet goals.

- Ensuring the link between individual and team outcomes and what the organisation wants to achieve.

Performance Management

- “An on-going daily process where line managers find a process that works best to motivate and engage their staff “ (Taylor 2016 p204)



Feedback is a form of performance management; it informs employees how well they are performing and if there are any improvements required. Feedback also lets employees know that they are valued which can increase commitment and performance and is effective because it defines and identifies expectations (Fernandez 2017). It can be offered in a variety of ways such as unofficial discussions or appraisals/reviews. These reviews are a form of evaluation on how an employee is performing and if there are any areas for development (CIPD 2021). Many organisations currently carry these formal reviews out annually.

According to Bloom et al (2012), there are strong indications that organisations were nearly 25% more productive when employees had formal performance management systems in place which were based on targets, incentives and monitoring.

Performance Appraisal Goals

- Raise Employee Morale and performance levels
- Raise Performance Levels
- Discuss Company Expectations
- Discuss the Duties of Employees
- Improve Communication
- Identify Training and Development opportunities and Requirements
- Reinforces Goals and Objectives of the Organisation
- Strengthens the Control Of Management

Along with the goals mentioned above (CIPD 2021), performance appraisals are meant to be positive. Some companies also use them to base rewards/pay increases, redundancies and promotions (Taylor 2016 p206).

The Goal Theory by Latham and Locke (1979) states how employees are motivated by well-defined goals and constructive feedback and are more likely to accomplish these goals when they are specific and measurable. The more taxing the goal, the more skills the employee are likely to use (Indeed 2021). Another theory is the Control Theory by Glasser (1990) and states that behaviour is inspired by feedback and what a person wants to do to improve (Ennis 2009).

If performance Management is carried out correctly, it can reward employees and recognise them through issuing feedback. It gives them a way to develop their existing skills and guides them in their roles (CIPD 2021).

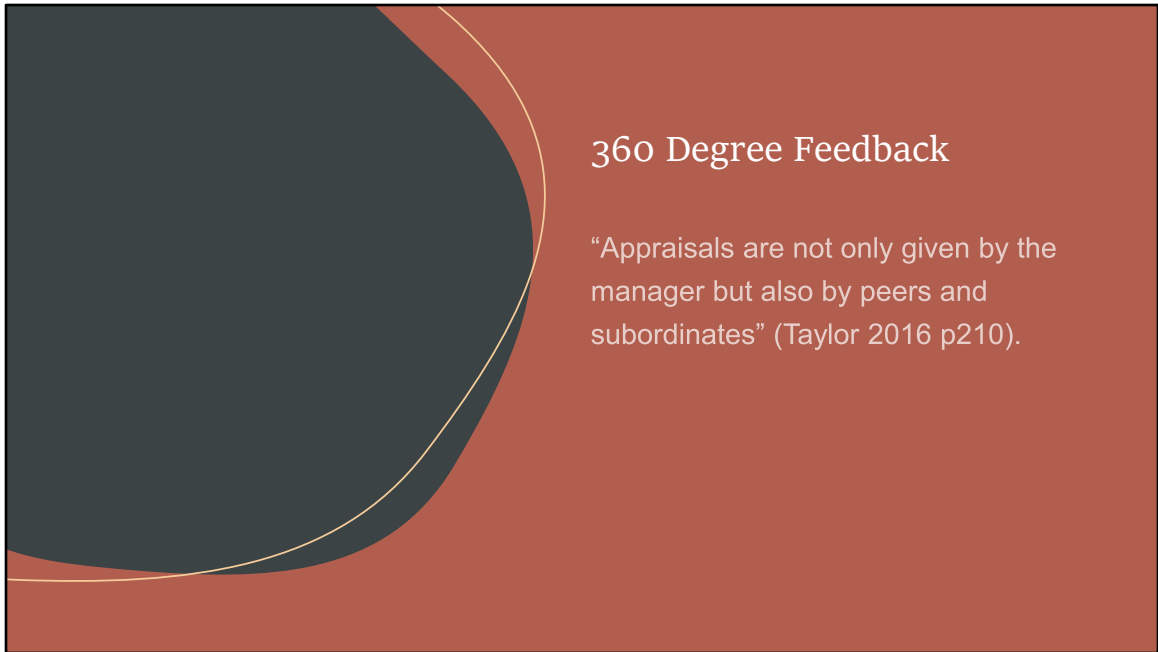
Drawbacks to Appraisals (Rowe 1986)

- Low scorings are avoided due to fears of upsetting an employee
- Employers can often reach unproven judgements on individuals' performance without knowing actual events
- Not enough time for true discussions to take place



As well as the drawbacks listed above to appraisals, there can be an “unfair bias” in the way that management deal with the process (Taylor 2016 p208).

CIPD (2021) state that there is no evidence that appraisals improve employee performance. They say it is often a tick box exercise, SMART objectives can often be unreasonable and the appraiser sometimes isn't trained to carry them out correctly.



360 Degree feedback is another form of feedback.

It is said that a manager's subordinates are the best people to get feedback from (Taylor 2016 p210). This feedback however can be objective as employees may not like their manager or give positive feedback for their own organisational gain. There can also be potential for reprisal for employees should they give negative feedback on their manager. This sort of feedback however, can be positive if carried out correctly and sensitively, is confidential and used for developmental reasons (CIPD 2021).

The pandemic has identified that some companies Performance Management systems are outdated and cannot deal with the changing working climate. Some systems are not flexible and are unable to track those working from home with some organisations choosing not to hold reviews until after the pandemic (Wigert 2020).



Performance Management - Rewarding and Recognising Talent

"Recognition can impact an employee's sense of worth and performance within business and is important for them to voice their opinions and ideas. It often makes employees feel respected and appreciated and can often go beyond a good compensation package such as a "well done" from senior management" (Shepherd 2016).

Both extrinsic (doing something because you want a reward) and intrinsic (doing something because it is rewarding to you) motivations are the basis for high performance and comes from organisations creating a sense of purpose and establishing an effective rewards and recognition practice (Cherry 2020). Ultimately, when employers expect great performance daily, they must also recognise employee's efforts equally. Therefore, implementing a realistic and effective recognition program across all levels of employees will bring positive results such as motivated employees and retention (Reddy 2019).

Talent can be recognised at various stages of employment such as the interview stage. Here, the role should be clearly discussed with candidates, so they understand what is expected. Once on-board, regular reviews/appraisals and feedback will assist with re-enforcing objectives and goals/targets and how to achieve them. Monitoring employees throughout their employment will help recognise their performance and reward where possible.

Drawbacks to Recognition and Reward

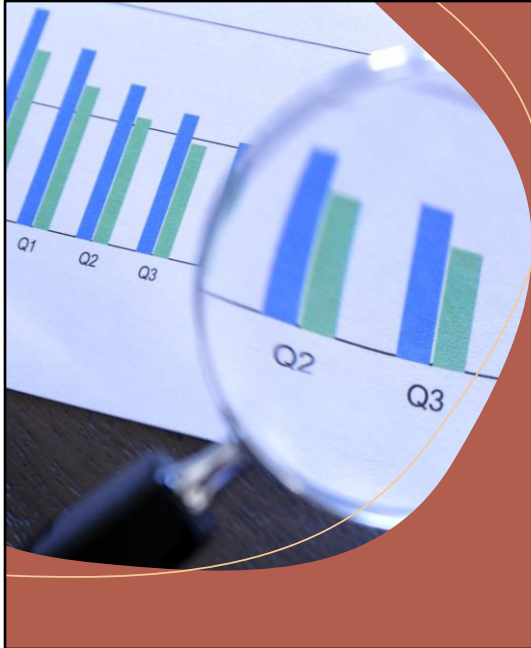
It can become very expensive

The incorrect method of recognition and reward can de-motivate employees (such as empty promises).

Can divide teams if one person is being rewarded more than others

Could show favouritism

Gaille (2015) states the above drawbacks to recognising and rewarding performance.



Line Managers and Performance Management

“Line Managers are accountable for performance of their team and assist with the balance of people management and company objectives” (Wallbridge 2020).

Line managers play a crucial role in the day to day running of performance management processes (Taylor 2016 p211). They are the first line of contact between employees and liaising with senior managers and hence the reason why their role is so important in performance management processes.

During the Performance Management cycle, the line manager can work with employees to set any goals whilst exploring how to achieve them. They provide support and the means to put these goals or objectives into action and finally review performance and provide suitable reward. These goals are often discussed in performance reviews/appraisals (CIPD 2020).

According to CIPD (2020), Line Managers strengthen any links between both company and personal objectives, aligning day to day work with strategic business objectives, issuing feedback to motivate and improve in their roles whilst providing clear accountability of what is expected. They are seen as being key to a company achieving its strategic goals, one of which is the effective management of people and their performance (Murphy 2018). They coach and mentor their teams using personal development and improvement plans where required, carrying out disciplinary and grievance meetings and offering feedback (positive or negative) to make their teams more effective.

Challenges Faced by Line Managers

- Difference in Priorities
- Waste of time
- Lack of Skills
- No Support



Murphy (2018) states that issues may arise because line managers do not share the same priorities of the processes they are required to implement e.g. more concerned about production.

Juneja (2021) says that some Line-managers see it as a waste of time and just a bureaucratic chore. Some however lack the skills and abilities required to give feedback/performance reviews and receive no support from their own manager/HR, whilst others are not given opportunity to use the skills they already have and therefore loose motivation.

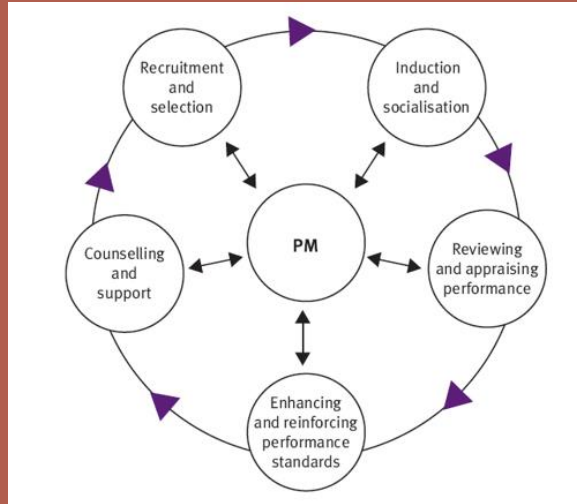


Line Managers and HR

“HR is a performance enabler and can assist Line Managers in a variety of different ways to make their teams more effective” (Juneja 2021)

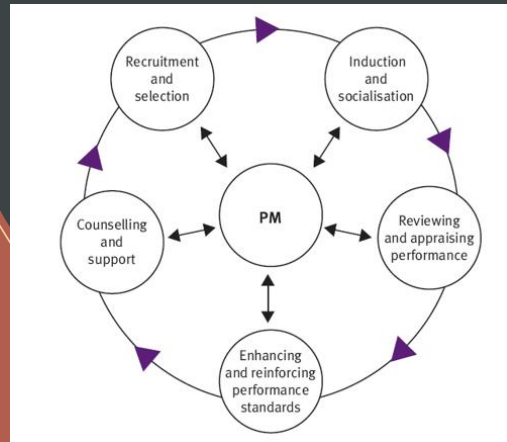
Successful performance management relies on both HR and Line Managers working together (Lucas 2021). Mayhew (2012) mentions that HR and line managers play a big part in maximising employee performance and interact together to handle certain activities i.e. recruitment, workforce strategy, performance management, and conflict management in the organisation. The main reason why both work together is due to sharing a common interest of ensuring that the company is successful.

Performance Management Process



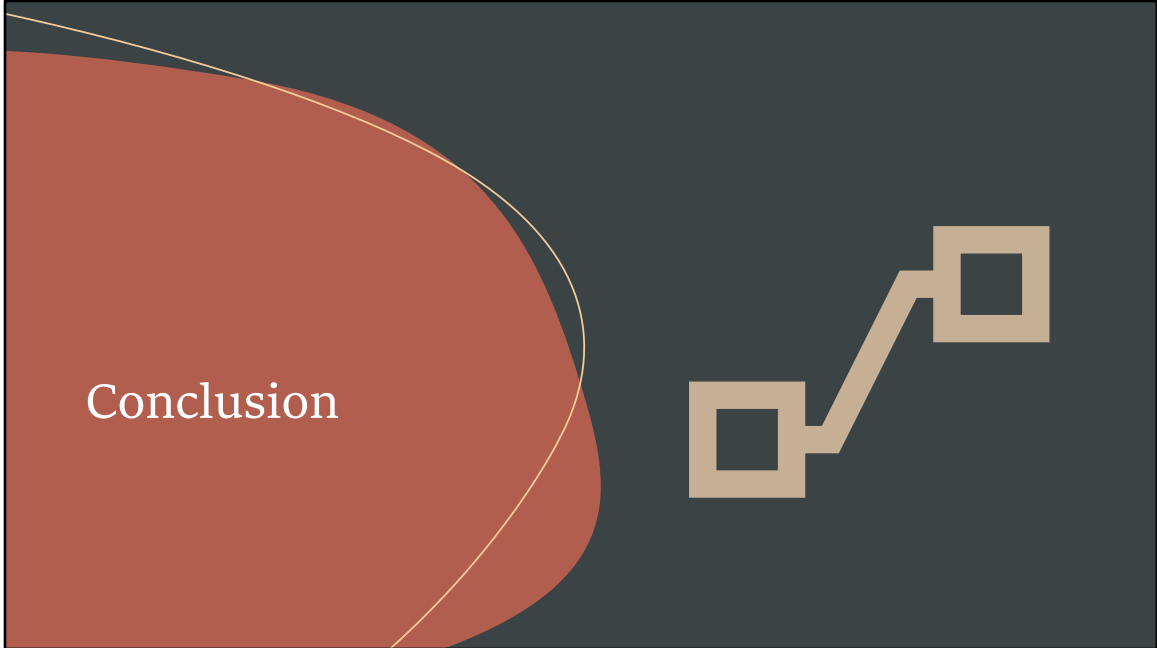
The diagram of the Performance Management Process (CIPD 2021) shows a variety of ways both HR and Line Managers can work together giving positive results to the organisation and employees. HR can often work as a co-ordinator of these processes, putting in place policies and supporting with ability, skill, motivation, incentive and opportunity for participation (CIPD 2021).

Performance Management Process Continued



It is up to Senior and Line Managers to use the tools given to them by HR and put the processes into action.

- Recruitment and selection – Employees are selected based on competency of the person which is based on the company framework. Both parties want to select the correct person to fulfil the objectives given to them and its company values.
- Induction – HR discuss the company policies and the Line Manager shows the policies in practice, reinforcing expectations. Here the vision of the organisation is explained to the new starter along with its objectives. Marchington et al (2012) explains about the importance of creating the correct culture of the organisation within new recruits to the business.
- Training and development – HR can assist Line managers with the skills and support to manage their teams, whether it is arranging training courses for line managers or through mentoring/coaching.
- Documentation/training/development – HR can provide the documentation required to line managers e.g. appraisals/self-appraisals to complete with their teams. Both parties can also identify training opportunities for employees by and recognition and reward.
- HR can Issue advice and support on performance issues and offer counselling advice for the Line Managers to assist with problems within their teams.



It is well documented that if companies implement High Performance work practices along with performance management systems, they are more likely to succeed and get the best out of their employees. This will breed a positive culture where everyone is working towards the same goals and in turn, will bring many benefits to the organisation such as greater employee morale and productivity where employees are happy to go above and beyond.

HPW assists organisations with becoming employers of choice and can position themselves in the market as just that. Line Managers play a big role with this and need to communicate with their teams to build up trust. Employees should be involved in decisions and offer ideas where possible, be innovative and creative for organisations to maximise their potential.

The slide features a dark grey background. On the left, a large, semi-circular shape in a reddish-brown color contains the word 'References' in white. To the right of this shape is a stylized, isometric illustration of a stack of four books in a light tan color.

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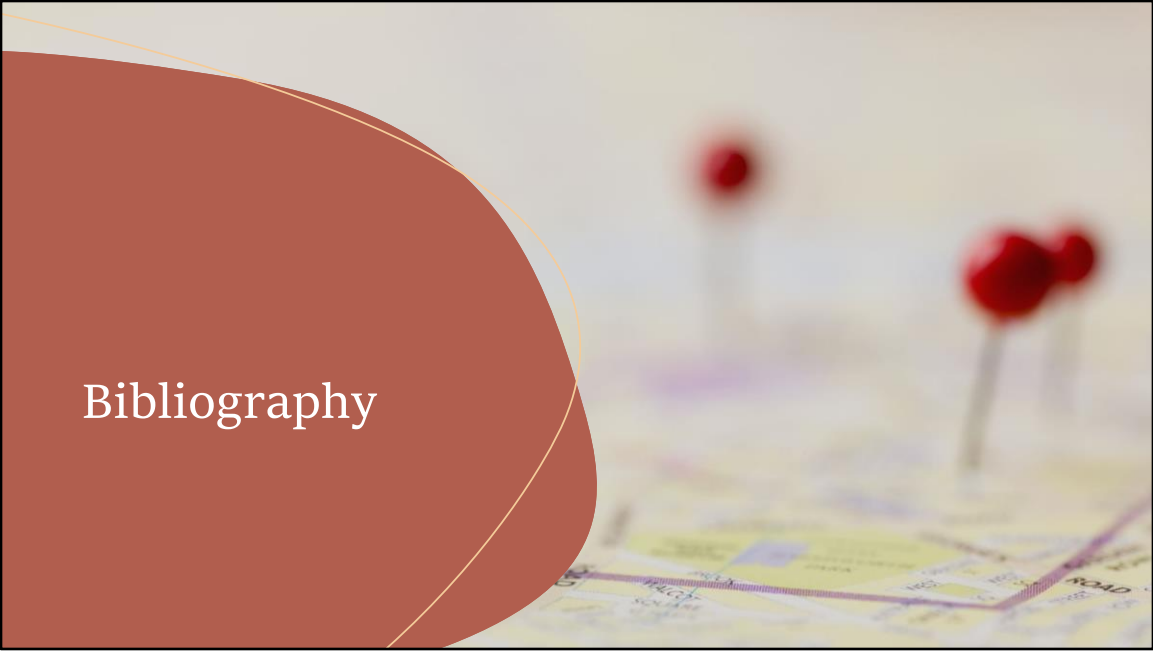
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