



LCBB6000

BA (Hons) BUSINESS MANAGEMENT

**INSTITUTE OF INNER-CITY LEARNING (IICL)
(LONDON CAMPUS)**

UNIVERSITY OF WALES

2022-2023

Dissertation – Final

***The impact of employee's performance on organisational
productivity: A case study of Poundland***

Student name-Renata Szabo

Student ID-2009640

Submission date-01/09/2023

Supervisor lecturer- Dr Jayalakshmi Gopalkrishnan

Bachelor's Degrees by Examination and Dissertation Declaration Form

1. This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed: Renata Szabo

Date: 31/08/2023

2. This dissertation is being submitted in partial fulfilment of the requirements for the degree of BA Business Management Bachelor's Degrees

Signed: Renata Szabo

Date: 31/08/2023

3. This dissertation is the result of my own independent work/investigation, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

Signed candidate: Renata Szabo

Date: 31/08/2023

4. I hereby give consent for my dissertation, if accepted, to be available for photocopying, inter- library loan, and for deposit in the University's digital repository

Signed candidate: Renata Szabo

Date: 31/08/2023

Supervisor's Declaration.

I am satisfied that this work is the result of the student's own efforts.

Signed: Dr Jayalakshmi Gopalkrishnan

Date: 31/08/2023

Abstract

This study *aims* to find how the performance of employees helps in impacting the productivity of an organisation, especially Poundland. This research is *important* as it includes information on performance of the employees in an organisation and other important aspects that create success in a business. It also includes all current discussions and collected data is up-to-date which will furthermore help academic research and scholars. There has been a discussion on the positive influences of employee performance on boosting sales volume and increasing revenue. The research has been *conducted* through collection of secondary data and qualitative information and analysed through thematic method.

The *result* of this research has been that organisational productivity is influenced through the performance of the employees. The thematic analysis has represented 4 themes satisfying the discussion on the impact of employee performance on the efficiency of organisational productivity. In this study the difference from the *existing Body of Knowledge* is that inductive research has been carried out, where generalised discussions has been specified in the end. From the deducted research, implementing employee engagement, providing feedback, proper management and leadership approach and suitable HR practices can be recommended over the research topic. For further study, primary data collection will be taken for better improvement.

Acknowledgements

I would like to express my thanks and gratitude to my professor for assigning me to such a wonderful research project on the topic “The impact of employee’s performance on organisational productivity: A case study of Poundland.” I have come to know about new concepts and developed my knowledge of various aspects. I would also like to thank my peers for supporting me throughout and helping me in this educational study to achieve positive outcomes.

Table of Contents

Chapter 1: Introduction	7
1.1: Introduction.....	7
1.2: Background of the study	7
1.3: Problem Statement.....	7
1.4: Aims, Objectives, Research Questions, Hypothesis, Propositions	8
1.5: Rationale/Importance of the Research	8
1.6: Methodology	9
1.7: Scope of the Study/Demarcation	9
1.8: Structure of the Dissertation	9
1.9: Summary of Chapter 1	10
Chapter 2: Literature Review.....	11
2.1: Introduction.....	11
2.2: Base theory of the sub-discipline/different background aspects of the concept.....	11
2.3: Theoretical frameworks/models, and related research issues.....	13
2.4: Previous studies and lessons learnt	14
2.6: Gaps identified to situate own research	17
2.7: Summary of Chapter 2	17
Chapter 3: Research Methods and Methodologies	18
3.1: Introduction.....	18
3.2: Philosophical position of the research and why?	18
3.3: Paradigm position of the research and why?	18
3.4: Position of Research Approach and why?	18
3.5: Methodological stance of the Research and why?	19
3.6: Stance of the Research Strategy and Design and why?	19
3.7: Data Collection and Data Analysis Tools/Techniques	19

3.8: Ethical Consideration of the Research.....	20
3.9: Summary of Chapter 3	20
Chapter 4: Data Analysis and Discussions	21
4.1: Introduction.....	21
4.2: Analysis and Discussions of your findings/data	21
4.3: Summary of Chapter 4.....	26
Chapter 5: Conclusion, Limitation and Recommendations	27
5.1: Introduction.....	27
5.2: Conclusions on each research issues/objectives/proposition.....	27
5.3: Conclusions on the research problem	27
5.4: Summary of the research findings and outcomes	28
5.5: Original Contribution of the Research.....	28
5.6: Limitations of the Research	29
5.7: Recommendations/Areas for further/future research.....	29
5.8: Summary of Chapter 5	29
List of References	30
Terms of Glossary	34

Chapter 1: Introduction

1.1: Introduction

Employees are one of the most important resources in an organisation as they carry out all the missions and activities that are set by a business. Therefore, the quality of their performance will result in how much success a business can bring (Peek, 2023). However, with the mismanagement of the employees in an organisation, there might be negative consequences as well.

1.2: Background of the study

Productivity is an important aspect of businesses as it helps with setting successful and effective operations in a workplace. Other than this, it also helps in utilising and increasing the capacity within the workforce and creating happy and healthy employees. As a result, it can be said that there is a connection between the productivity of an organisation along with employees (Core, 2023). When an organisation becomes highly productive, it eventually becomes efficacious and thus, the management is bound to pay incentives in the form of bonus, pay raise and so on. It can be also witnessed that the performance of employees leads to organisational success through increasing productivity.

Poundland is a variety store chain based in the UK that operates under Steinhoff International, which is a South African organisation. The company was founded in December 1990 in Burton Upon Trent and the Head Office opened in Wolverhampton (Poundland, 2023). The organisation is focused on providing everyday value which meets the needs and wants of the customers. Currently, almost 18,000 people are working for the organisation and they are serving 7 million customers weekly. Management is an important aspect when it comes to organisational success and the performance of employees, however, looking at the reviews from the workers, there are issues found. The organisation is rated 2.5 out of 5 where the lowest points were work-life balance, management and culture (Simply Hired, 2023).

1.3: Problem Statement

Without proper maintenance and effort, the employees, their performance will not be developed, which will hamper organisational productivity.

1.4: Aims, Objectives, Research Questions, Hypothesis, Propositions

This study *aims* to find how the performance of employees helps in impacting the productivity of an organisation, especially Poundland. The *objectives* of research set out what will be done to accomplish research and for this study, the target objectives are:

- To understand the relationship between organisational productivity and employee performance
- To evaluate and assess how organisational productivity is impacted by employee performance in Poundland
- To identify the challenges in developing and sustaining employee performance in an organisation
- To recommend suitable practices for improving the performance of employees and organisational productivity in Poundland

The research *questions* for this study are:

- What is the relationship between organisational productivity and employee performance?
- How organisational productivity is impacted by employee performance in Poundland?
- What can be some challenges in developing and sustaining employee performance in an organisation?
- How the performance of employees and organisational productivity in Poundland can be improved?

The *hypotheses* of this research are:

H1: With effective management of the employees, their performance might be well developed.

H2: Training and development can help with developing the performance of employees which will enhance organisational productivity

Proposition Statement: Organisational productivity can be developed by taking care of the different aspects of employees

1.5: Rationale/Importance of the Research

The performance of the employees in an organisation is one of the important aspects that create success in a business. It includes aspects like how the member of an organisation complete their roles and responsibilities and required tasks and behave in the workplace. Along with this,

the time that is taken to complete the work by an employee also contributes to the performance of an employee. As a result, it can be said that better work quality of an individual contributes to the productivity of an organisation. However, if the performance of an employee is not managed well, then the productivity of an organisation will not be up to the mark. According to the government of the UK, the output per hour worked is a bit lower than the US, Germany and France and the average growth rate has declined by 0.3% (Mwemeke, 2023). As a result, it can be said that this study will shed light on how the performance of employees develops productivity in an organisation.

1.6: Methodology

Data collection is a necessary process while conducting a study which is primarily important for setting how information is gathered and the explanations that it makes based on the research topic. For this study, secondary data will be collected through **sources** like online articles, journals and books. Accessing secondary data is easier, there is hardly any cost related to it and a wide amount of information is found all over the Internet (Valcheva, 2020). In order to **analyse** the collected secondary data, the thematic analysis will be used where themes and patterns will be identified from the collected information

1.7: Scope of the Study/Demarcation

The scope of this study is limited to national aspects as it can be seen that the organisation is based in the UK. There will be no inclusion of raw data or numerical analysis in this study due to the presence of secondary data. This study is starting from the 06th of June and before this, a proposal has been sent one important exclusion criterion will be data from other countries specifically and information sourced from doctoral dissertations. There will be no bias with self-selection on the secondary data collected in this study. The outcome of this study will reflect how the performance of employees impacts organisational productivity.

1.8: Structure of the Dissertation

For conducting this dissertation, a literature review will be done where theories will be discussed and evidence from previous studies will be given, along with the literature gap. A methodology will be provided where philosophy, paradigm, approach, methodological stance, strategy, design, data collection and analysis and ethical consideration of this study will be provided. With this, secondary data will be collected and analysed through thematic analysis and the information will be discussed. Finally, a conclusion will be provided along with the limitations found in the study and recommendations or areas for further research.

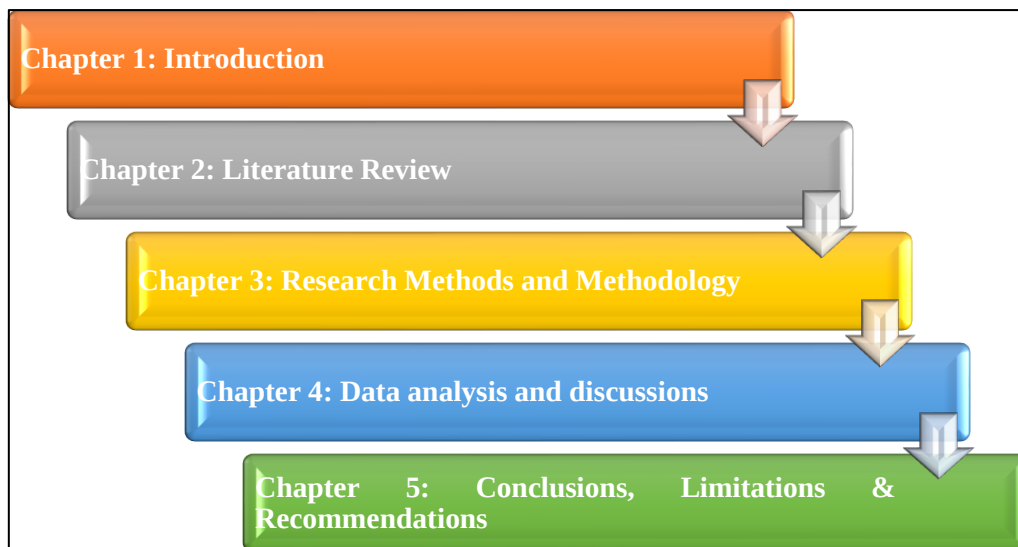


Figure 1: Structure of the study

(Source: Created by the learner)

1.9: Summary of Chapter 1

It can be witnessed that the performance of employees can develop the overall processes and functions in an organisation. The scope of this study is limited to national boundaries and there will be the exclusion of doctoral dissertation in the data collection and only updated materials will be considered.

Chapter 2: Literature Review

2.1: Introduction

The literature review will identify the concept of employee performance in relation to organisational productivity and development over time. In this context, the literature review will discuss the benefits and challenges of employee engagement in the development of organisational performance. There will be theoretical underpinning and relatable aspects to ensure a better idea of the concept.

2.2: Base theory of the sub-discipline/different background aspects of the concept

Concept of employee performance and its relationship with organisational productivity

Ali and Anwar (2021) conceptualise that employee performance can be defined as the contribution of a worker serving an organisation to achieve betterment for the business, boost its sales volume, increase revenue generation, ensure maximum profit and improve operational functions. Furthermore, employee performance relates to the duties, roles and responsibilities of an employee along with their execution of tasks within the organisation. Similarly, according to Taheri, Miah and Kamaruzzaman (2020), in terms of organisational productivity, this can be referred to as the idea of improvement within the operational functions of a business with relevance to its strategic decisions, risk management approaches, leadership and favourable outcomes. It is the capacity of an organisation to improvise desired outcomes with the help of minimum expenditure on resources in the form of finance, human and time.

Positive impact of employee performance on organisational productivity

According to the perceptive affirmation of Krekel, Ward and Neve (2019), employee performance, when executed with attention and perfection, leads to the growth and development of an organisation over the course of time. Furthermore, the concept of this employee performance revolves around the idea of delivering the scope for improvement in the operational functions of an organisation. Effective employee performance within organisations helps in determining positive organisational outcomes and hiring employees based on their talent and those who fit the fields of specialisation or requirements of a business entity. Workforce planning and management of workloads get easier and more efficient with the inclusion of proper employee performance.

Furthermore, in the words of Bataineh (2019), employee performance revolves around being an exclusive team and evolving as a team leader with leadership qualities and other capabilities

to attract clients for organisational benefit. Positive employee performance in worldwide organisations contributes to a boost in employee retention rates and reduces an increasing count of employee turnover. Moreover, in terms of roles and responsibilities, effective employee performance leads to the inclusion of autonomous practices in an organisation for ensuring beneficial outcomes and increased sales along with boosted revenues over the course of time.

Adversities of negative employee performance on organisational productivity

As per Baig *et al.* (2021), negative employee performance in an organisation can increase risks and consequential harm to the operational functions of an organisation. Over time, employees have emerged as the key operators of an organisation in terms of ensuring the growth of organisational performance while their negative influence may lead to fluctuating sales and revenue generation of a business. Potential risks and competitive disadvantages may emerge as a result of negative employee performance leading to a sales slump and a decline in organisational productivity. Conflicts may increase over time disrupting a professional work environment while handling explicit communications may emerge as an issue. Furthermore, negative employee performance can even lead to a disruption in the provision of exclusive customer experience and create a gap in paving a successful path of career development for employees.

Small-scale organisations can permanently shut down with poor decisions being undertaken and executed within the business functions. As stated by Brake (2020), increasing staff turnover rates as a result of unclear rewards, biases, a lack of set standards, constant monitoring, cost of training unfair treatment, a lag in appreciation, inefficient leadership and negative performance ratings can lead to demoralisation and reduced productivity within the organisation. Difficulty in prioritising tasks, missing out on deadlines, committing more errors in a project and developing a casual attitude towards work can ensure organisational decline over time. This creates a gap in solving evolving issues and increases the obstacles to efficient organisational performance over the years.

Challenges of sustaining employee performance

As the above discussions have established, employee performance plays a paramount role in driving organisational productivity and fulfilment of goals. However, given its significance, there are also quite a number of challenges which may serve as a barrier to sustaining employee performance in organisations. For one, as Hosna, Islam, and Hamid (2021) posits, employee motivation and morale is important to sustain employee performance but achieving it can be a

challenge as employees can have diverse needs and preferences. Limited budgets can be another significant challenge as it can limit an organisation's ability to implement measures to help foster employee motivation. Ineffective leadership and organisational structure can also be a challenge towards sustaining employee performance as it does to not allow efficient workflows and communication. This can limit the capabilities of employees also lead to misunderstandings and issues.

Reid, Parsons, and Jensen (2017) identify some other challenge of sustaining employee performance, which includes ensuring that employees are capable and have the necessary skills, knowledge, and ability to work in a team. Without these, it is impossible for organisations to ensure sustained employee performance in today's dynamic business environment where skill and knowledge requirements are constantly changing with advancements of technology. Ineffective human resource management is another challenge which can effect sustained employee performance. Use of strategies like rewards and benefits, training, and career opportunities, if employed effectively can help with sustaining employee performance. Overall, it is evident that sustaining employee performance is not an easy prospect and requires strategic planning and consideration.

Recommended strategies to ensure efficient practices for improving employee performance

Productivity in an organisation measures the efficiency of the business converting inputs such as capital or labour, into outputs such as goods or services. However, at times, the entire cost of production does not end up well and the prices remain unsecured leading to declining organisational productivity. Furthermore, the expenditure on resources may not meet the organisational outcomes leading to a downfall in its profitability sector and productivity. In the view of Ahluwalia (2020), efficient leadership can extract effective qualities from a team member without disrupting the satisfaction of the employee within the organisation. It is necessary for a leader to become a "leader" instated of simply being "experienced." Furthermore, according to Riyanto, Endri and Herlisha (2021), motivating employees with a proper Reward and Recognition Session can work out as a major influence on developing organisational performance over the course of time.

2.3: Theoretical frameworks/models, and related research issues

Campbell's Theory of Performance

According to Downes *et al.* (2021), the idea of developing relevant actions involves the concept of organisational outcomes. This ensures that the contribution of employees to the development

of goals and objectives within an organisation in accordance with the fact that it is likely to measure the scope for positive organisational outcomes. The theory is easy to understand and has its primary focus on the contribution of relevant actions to the achievement of goals within an organisation. However, the theory lacks in accomplishing the range of behaviour that an employee can conduct within a professional environment.

Behavioural Management Theory

As per Mousa, Massoud and Ayoubi (2020), the theory focuses on the responsibility of organisations to enhance the attitude of employees enabling them to improve working structures while ensuring organisational development. Furthermore, the theory focuses on the concept of effective management of employees with the primary concern being the actions relevant to motivating the workforce for ensuring efficient performance contributing to organisational betterment. The theory helps in fostering engagement between employees and their management officials while focusing on both extrinsic and intrinsic motivators. However, the application of behavioural management may not always be successful while promoting bias.

Maslow's Hierarchy of Needs

As identified by Hopper (2020), the approach refers to the physiological needs, safety needs, belongingness needs, esteem needs and self-actualisation needs of individuals with respect to their beliefs and values within an organisation. The theory primarily focuses on the perspective of meeting the needs of an individual in terms of their needs and preferences with reference to their personal and professional development. Furthermore, the theory ensures a greater focus on the concept of management and allows for understanding the relevance of organisational productivity. However, with too much focus on employee management, organisational outcomes are usually ignored.

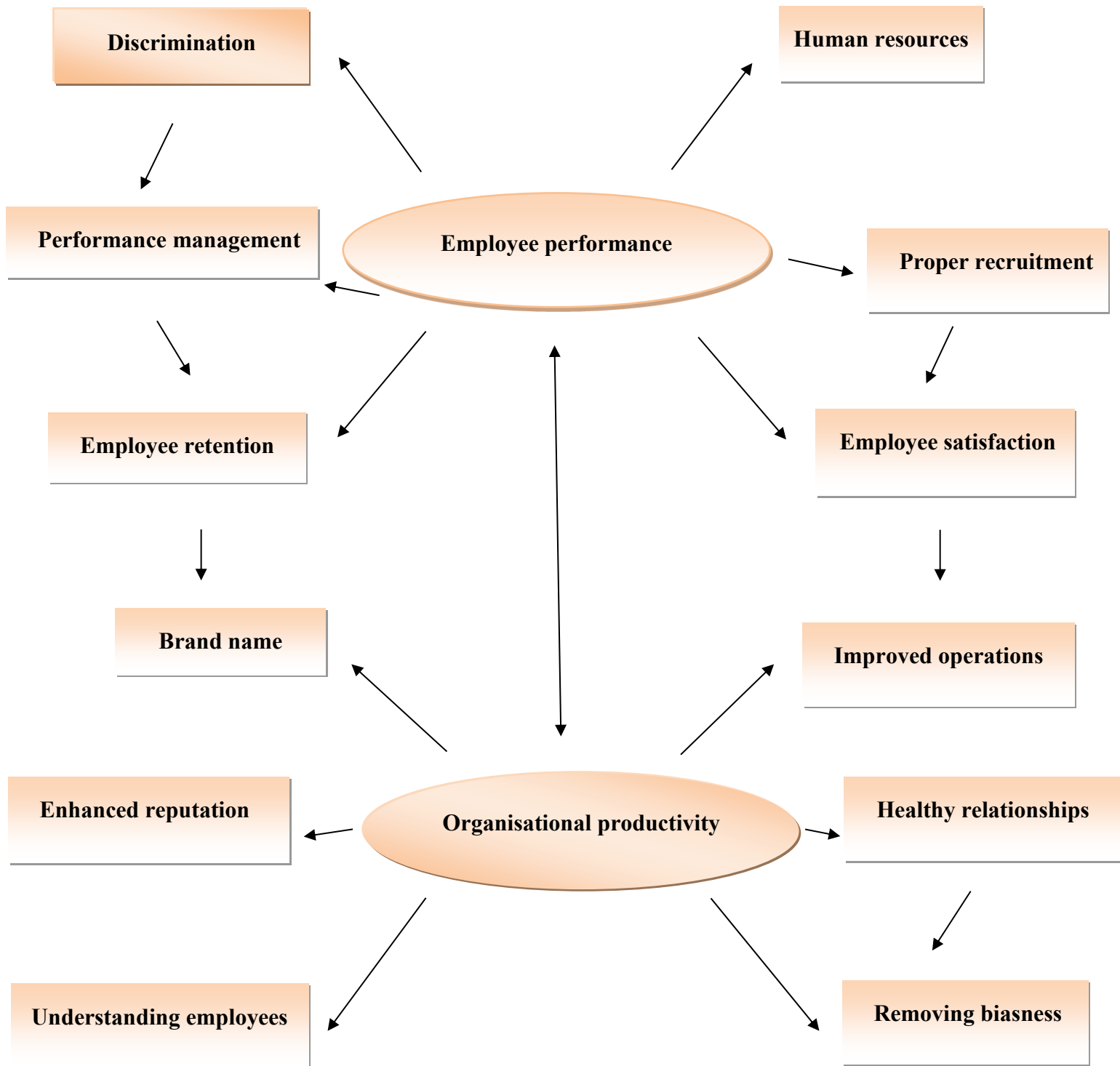
2.4: Previous studies and lessons learnt

A proper team leader with effective leadership qualities is extremely necessary for managing a team because anyone who is simply “experienced” may not be able to evolve into what is known as a “leader.” According to similar research conducted by Leitão, Pereira and Gonçalves (2019), work-life balance, a secure work environment, healthcare facilities and timely salaries can relate to an increase in organisational productivity based on efficient employee performance. The author reveals the need for a balance between personal and professional development while ensuring efficient contribution from employees in terms of enhancing

organisational performance over time. In this context, the author has further discussed that an efficient work environment may contribute to enhanced organisational productivity. However, the article has not identified potential challenges in enhancing employee performance and initiating activities to deliver betterment in the scope of improvement for measuring organisational growth.

On the other hand, Rasool *et al.* (2020) have discussed the negative aspects of employee performance leading to a decline in organisational productivity. Harassment, workplace violence, discrimination and occupational stress can cyclically lead to a degrading quality of employee performance while adversely impacting organisational improvement. In this context, the authors have considered mobbing, ostracism and stalking as negative factors for ensuring negative performance. Workplace stress can be considered an immense amount of pressure on employees in terms of demands that may be out of their reach or what they cannot perceive, leading to the scope of success declining.

2.5: Conceptual framework



2.6: Gaps identified to situate own research

The literature review has not been able to identify applicable information or data regarding the concept of effective employee performance and its relevance to organisational productivity due to the absence of enough time. Furthermore, the scholarly articles and books lacked access to the entire file and thereby it has not been possible to interpret a few statements while lacking an in-depth analysis of the topic.

2.7: Summary of Chapter 2

The literature review has successfully shed light on the concept of employee performance and its relationship with organisational productivity. There are positive impacts of employee performance on organisational productivity such as betterment, increase in revenue generation, boost in sales volume and elevated rate of customer engagement. However, the adverse elements stated above revolve around negative employee performance such as lethargic behaviour or a setback mindset. Furthermore, this may result in customers being swayed away from an organisation or the business experiencing a decline over the course of time along with losing customers and missing out on exclusive opportunities and offers.

Chapter 3: Research Methods and Methodologies

3.1: Introduction

The methodology in the research study explains all the methods that are taken in the data collection process and it also provides the rationale of the research project. Research methodology is an important section of a study as it reflects the legitimacy of a study and provides a clear track of the processes (Bell, Bryman and Harley, 2022). This portion of the study will include philosophy, paradigm, approach, methodological stance, strategy, data collection and analysis and ethical consideration of the research.

3.2: Philosophical position of the research and why?

The philosophy of research reflects the beliefs, assumptions and thought processes of the researcher. In a wider aspect, there are three commonly used philosophies in research, positivism, interpretivism and realism and for this study, *interpretivism* has been taken. Interpretivism is a philosophy constructed through social or subjective perspectives and it provides insights than just providing universal laws and facts (Alharahsheh and Pius, 2020). Interpretivism research philosophy has been used in this study as there have been qualitative discussions and secondary data collection. However, there might be room for biases with such a philosophical view due to its subjective nature.

3.3: Paradigm position of the research and why?

The research paradigm is meant by the framework within which the practices or theories are included to conduct the study and it is influenced by the philosophical assumption of the researcher (Kaushik and Walsh, 2019). The common paradigms of research are ontology, epistemology and methodology. In order to conduct this study, an epistemology research paradigm has been adopted by the researcher. In *epistemology*, the knowledge is embedded in the theoretical perspective where the researcher's way of looking at the world is reflected. As a result, a wide amount of knowledge is involved and meaningful reality is created through objectivism (Al-Ababneh, 2020).

3.4: Position of Research Approach and why?

The research approach is meant by the process of how theories are used in a study and its direction from general to specific or vice versa. There are three commonly used approaches in research, inductive, deductive and abductive. For finding the impact of employee performance on the productivity of organisations, an *inductive* approach has been taken. In the inductive

research approach, observations specific to the topic are made and then generalisations are done. This approach has been taken as it is a subjectivist approach and phenomena can be explained (Varpio *et al.*, 2020). However, incorrect conclusions can be formed due to the absence of limitations of the evidence.

3.5: Methodological stance of the Research and why?

The methodological stance of research is meant by the approaches, processes and tools taken to conduct a study and address the questions and objectives. The methodological stance of this study is qualitative where numbers are not included in the data collection method. In qualitative research nature of theory, perspectives and opinions are studied with cause and effect (Busetto, Wick and Gumbinger, 2020). This will help with understanding the reasons behind the phenomena and objectives can be met in a better way. However, qualitative research is time-consuming and cannot be represented graphically (Saunders, Lewis and Thornhill, 2009).

3.6: Stance of the Research Strategy and Design and why?

Desk research is a strategy undertaken by researchers where the publishes of other researchers have been reviewed and interpreted. In this strategy, the researcher reviews the previously conducted studies and then a wider understanding of the topic is made (Userfocus, 2021). Research design is understood by how the researcher will control the variables in the study. In some aspects, it is also known as the strategy that helps to answer the research questions. In this study, *descriptive* research has been taken that brings out information for describing the research problem, situation, population and phenomenon.

3.7: Data Collection and Data Analysis Tools/Techniques

Data collection is necessary in research study to achieve the aim and objectives and there are commonly two methods used by researchers, primary and secondary. For conducting this study, secondary data will be collected to meet the aim and objectives. *Secondary data collection* is a process, where the information is gathered, interpreted, analysed and structured by other researchers (Olabode, Olateju and Bakare, 2019). In order to analyse the data, *thematic* analysis has been taken where patterns have been understood and identified and discussions are made. Compared to primary, secondary data collection usually takes a shorter time, however, there might be reliability issues and might create bias.

3.8: Ethical Consideration of the Research

In a research study, ethical consideration is an important aspect as it provides a set of guidelines and principles that must be followed while collecting data and conducting the rest procedures. Other than this, it provides ethical values that reflect the behaviour of the researcher and protects the rights and dignity (Hasan *et al.*, 2021). As the data collection is limited to the secondary method, there has been no involvement of human participation, however, the source of information has been taken care of well. It has been ensured that all the sources of data are credible, authentic and updated. It has been also made sure that there is no scope for misinterpretation while collecting and analysing the data. Furthermore, there has been no academic misconduct like the use of inappropriate language and plagiarism.

3.9: Summary of Chapter 3

The methodology is an important part of the research study as it increases the legitimacy of the study and provides an overview of all the processes and approaches taken in the study. Epistemology and secondary data collection helps with providing more knowledge within research and make it more effective. The thematic analysis process has been chosen for analysing the secondary data.

Chapter 4: Data Analysis and Discussions

4.1: Introduction

Data analysis is an important aspect of research study that sets out reliable and accurate data for addressing the aim and objectives. It also makes the study easy for the readers and thematic analysis has been taken as the method.

4.2: Analysis and Discussions of your findings/data

Themes	Title	Author(s)	Year	Findings
Theme 1: Employee performance and its relevance to organisational productivity	The impact of Human resource management practice on Organisational performance	Anwar and Abdullah	2021	The theme discusses the concept and relationship between employee performance and organisational productivity with relevance to the growth and development of a business over time. Moreover, organisational productivity and employee are correlated and interlinked with one another while organisation growth is interdependent on employee performance.
Theme 2: Impact of employee performance on the organisational productivity of Poundland	Accounting information and gaming in shop floor labour management: a case study of a high street retail company in the	Nushrat and Mohammad	2023	The theme has successfully delivered the acceptance of employee performance and its relation with the idea of development in the departmental opportunities of an organisation.

	United Kingdom			
Theme 3: Challenges for developing and maintaining employee performance	Employee engagement through effective performance management: A practical guide for managers.	Mone, E.M., London, M. and Mone, E.M.	2018	In this book, it has been mentioned that setting goals is one of the challenges that business managers face in developing employee performance. Communicating through feedback is also mentioned in this book which is termed a critical process in the management of performance.
	When challenges hinder: An investigation of when and how challenge stressors impact employee outcomes.	Rosen, C.C., Dimotakis, N., Cole, M.S., Taylor, S.G., Simon, L.S., Smith, T.A. and Reina, C.S.	2020	In this source, it has been discussed that different workplace stressors might lower the outcome of the employees. Some of the stressors mentioned in this journal are job complexity, high workload and work responsibilities. The negative effects of this aspect are also discussed, where it can be seen that burnout or turnover is common.
Theme 4: Practices that can help with	Employee engagement practices during	Chanana, N. and Sangeeta.	2021	Engaging employees can be one of the best strategies that will help with

developing and improving performance of employees and organisational productivity	COVID-19 lockdown.			improving the performance of employees. There are a few HR practices that can help with developing the performance of employees and motivate them as well.
---	--------------------	--	--	--

Table 1: Thematic Analysis

(Source: Created by the learner)

Analysis

Theme 1

Anwar and Abdullah (2021) in the theme for discussing the relationship or relevance of employee performance with organisational productivity, stated that employees are one of the most essential assets of a business in terms of improvement. Sales, profit, operational functions, promotional aspects and other departments are highly dependent on the performance of employees for betterment. Furthermore, employee performance is the scope for ensuring a boost in sales while benefitting the profitability sector of organisations. Over the years, employees have been serving their best within organisations to ensure organisational productivity and the establishment of positive outcomes. In this context, Azeem *et al.* (2021) has mentioned that employee performance relates to the inclusion of effective leadership practices in order to keep employees satisfied and motivated for them to contribute to organisational betterment. Employees decided to minimise expenditure on resources while ensuring efficient organisational performance without exploiting the financial department or the allocated budget.

Theme 2

For Poundland, the approach by Nushrat and Mohammad (2023) discusses the concept of growth and development within the organisation with relevance to the approach that employee performance is one of the most essential aspects of improving productivity within business functions. Employees in Poundland have been contributing to the betterment of the organisation with reference to the fact that sales and revenue generation in the organisation have been improving over the years. The author has stated that employee performance has been

developing over the course of time in response to the betterment strategies set out within the operational functions of the business. Furthermore, Faeq (2020) has mentioned the scope for improvement in Poundland as an example of the contribution of efficient employee performance. Harassment or discrimination within the organisation can lead to a decline in the quality of performance by employees leading to a reduction in sales and financial disruptions within Poundland. This involves the contribution of employees in terms of sales and revenue generation over time in terms of being motivated and satisfied.

Theme 3

The ***third theme*** discussed the challenges or adversities that business managers face while trying to develop and sustain employee performance for enabling organisational productivity. It was stated in the book by Mone, London and Mone (2018) that setting goals is one of the challenges that managers face while making necessary changes for developing employee performance. Setting goals for any aspect of the business is necessary as it helps with the provision of clear goals, sets targets and motivates the employees in an organisation. Therefore, while developing the performance of employees, it is important to set goals while making plans for developing the performance of employees. The author also stated that communicating through feedback is important within organisations and it is termed as a critical process in the management of performance. As a result, this will develop the productivity of an organisation. On the other hand, Rosen *et al.* (2020) stated that several factors create stress among employees. With the increasing stress, employees tend to leave organisations and some driving factors in this context are high workload and job complexity and these are termed as negative stressors.

Theme 4

Analysing the ***fourth*** theme, the discussion is based on how organisations can implement suitable practices that will help with enhancing the performance of the employees, thus, organisational productivity. Chanana and Sangeeta (2021) stated that different aspects of HR practices can help with motivating employees and some of them are, employee training, job security, incentives and decentralisation can develop organisational performance. In addition to this, there are other aspects mentioned in this study that will support the employees and the suitable strategies are creating a healthy workplace, making routine, enabling communication and well-being and investing in technology.

Linking with literature review

Employee performance and organisational productivity go hand-in-hand and reveal the importance of employees for benefitting the operational functions of a business over the course of time. Furthermore, the opportunities for employee performance in an organisation relate to the developmental functions of the business. employees are exclusively essential for formulating teams and leading on with departmental tasks. Without the contribution of employees in an organisation, it is not possible for a business to excel in profit and deliver the best performance over time. According to the affirmative perception of Taheri, Miah and Kamaruzzaman (2020), employee performance relates to the contributions of an employee in terms of discipline, behaviour and a positive approach to benefit the operational functions of a business.

From a different perspective, the qualities of an employee contribute to the betterment of an organisation in accordance with sales, profit and improvement over the years. Furthermore, the author states a similar view on the concept of business performance with relevance to a common ground where employees form a major part of an organisation and keeping them satisfied is essential in terms of associating the growth and development of the business with their betterment. Similarly, as stated by Anwar and Abdullah (2021), employee performance may have both positive and negative impacts on organisational performance over the course of time.

In the view of Nushrat and Mohammad (2023), in Poundland, employee performance has been contributing to the growth and development of the organisation in terms of boosting performance and sales along with profit over the years. Employee performance contributed to the growth and development of Poundland in terms of boosting sales and increasing profit in accordance with organisational improvement. In a similar context, Brake (2020) in the literature review has discussed the need for employee performance in terms of delivering betterment to organisational productivity. A stable workplace environment, the guidance of an efficient leader and positive feedback or appreciation may keep employees motivated and satisfied to contribute to betterment in organisational productivity. Furthermore, Baig *et al.* (2021), have stated that negative employee performance may lead to the scope of the organisation and poor performance in the small-scale organisation may lead to the shutting down of such businesses.

In the literature review, it was witnessed that Baig *et al.* (2021) stated negative employee performance in an organisation directly impacts operations. Therefore, it can be also said that the productivity of an organisation can decrease with the declining pace of the tasks and

practices in a business. It has been also stated that there are potential risks in the business environment, which can then negatively impact sales and revenue generation. Linking this aspect with the collected data, the declining productivity is created through stressors present in organisations. Rosen *et al.* (2020) stated that the stressors become challenging for the employees which reflects on their work processes and distorts their performance too.

Mone, London and Mone (2018) also stated that feedback must be enabled in organisations which can enable communication and sharing of information. This aspect has also been linked with the third theme in the literature review where it was mentioned that employees eagerly wait for positive feedback. However, constructive feedback is more important as it helps to clarify the expectations of the managers. Similar to the fourth theme of data collection, the literature review also included a critical evaluation of the practices that can help organisations to develop its practice on developing the performance of employees and productivity of organisations at the same time.

From the secondary data collection, it has been witnessed that engaging employees can be one of the best strategies that can help with improving employee performance. According to studies, the average cost that is lost in productivity due to disengaged employees is 70 billion Sterling Pounds per year only in the UK (Employee benefits, 2023). In the literature review, it has been found that motivating employees is a factor that organisations like Poundland can utilise and improvise for developing organisation performance and productivity. The research later extends that leadership approaches can bring out effective qualities within employees and this will motivate them (Ahluwalia, 2020). Related to this aspect, Chanana and Sangeeta (2021) stated that many HR practices could help with benefitting employees by developing their performance.

4.3: Summary of Chapter 4

For analysing the data, four themes were made based on the topic of the research. It can be found that employee engagement programs can help with motivating employees and develop their performance. However, different stressors create a challenge in reinforcing employee performance.

Chapter 5: Conclusion, Limitation and Recommendations

5.1: Introduction

The conclusion is an important part of a study that brings out all the important information together in a logical design. It also provides a clear interpretation of the results acquired from the literature and data collection from a study (Bouchrika, 2023). The concluding section of this study will include a summary of the research problem, issues, objectives, propositions, findings, limitations and recommendations.

5.2: Conclusions on each research issues/objectives/proposition

The *issue* associated with the research was if organisational productivity is impacted by the performance of the employees. It can be summarised after conducting the whole study that the productivity in an organisation is highly dependent on how the employees are performing in an organisation. Productivity in an organisation is considered vastly necessary as it sets effective and successful operations which then develops the overall outcome of a business. In this study, multiple aspects have been discussed that drive performance within employees and management has been one of them along with leadership. Both aspects are capable of developing employee performance which then contributes to organisational productivity.

The objectives of this study revolved around employee performance and organisational productivity. Concluding on research *objectives*, each of those has been met in the study overall. The first objective of the study is based on finding the relationship between organisation productivity and employee performance. It can be witnessed that the first theme of the thematic analysis of the study has set out the same aspect where the relevance between both variables was found. The second objective of the study was to evaluate and understand how organisational productivity is impacted by employee performance. On this objective, it can be concluded that employee performance is necessary for improving productivity within the functions of a business. The third objective of this study discusses the challenges that management faces that lead them to fail in developing and sustaining employee performance. It was found that setting goals is a setback for management that does not provide clear expectations to the employees.

5.3: Conclusions on the research problem

The research problem of this study revolves around the impact of performance on the productivity of the organisation. It has been discussed that the employees of an organisation are responsible for creating the success of a business. Therefore, it is very clear that the

performance given by the employees will decide how efficient and quality outcomes will be obtained from an organisation. Some multiple approaches and practices can develop the performance of employees and this will then contribute to the efficiency in the overall operations of a business. For the development of productivity, it is necessary to increase and utilise the capacity of employees. The research problem stays the same if aspects are shown the other way around. It has been already found that within the organisation, certain aspects like management, culture and work-life balance have been missing out. Such aspects create negative stress within employees and slowly decline in performance. Therefore, if the aspects of employees are not taken care of, it can impact the productivity of an organisation.

5.4: Summary of the research findings and outcomes

Summarising the findings and outcomes of the study, it can be said that employee performance impacts organisational productivity and it is also the main driver for developing effectiveness in daily operations in an organisation. While discussing the relevance between employee performance and organisational productivity, it was found that the growth and development of an organisation developed slowly. An organisation is dependent on what and how its employees and management are performing and carrying out daily tasks. If the performance of the employees is developed, the efficiency or productivity in an organisation will develop. However, if the employees are facing negative experiences within an organisation, it can create an adverse effect on performance and organisational productivity and efficiency eventually. A stable workplace environment with constructive feedback, efficient leader, proper HR practices, employee engagement and motivation is required for the development of the workforce of Poundland. However, communicating through feedback is not always possible for managers and this not only lowers the motivation of employees but lowers the standards of performance.

5.5: Original Contribution of the Research

After this research has been conducted, a lot of information about employee performance and approaches for development and organisational productivity has been provided. Therefore, using this information, the management of Poundland can take out certain ideas on how some of their discrepancies can be developed. This study includes all current discussions and the collected data is up-to-date which will furthermore help academic researchers to gather more information for their studies. It will also help academic researchers and scholars with information on business management which will develop their skills.

5.6: Limitations of the Research

One of the visible limitations of this research is the absence of primary data collection. At maximum times, research is predominately based on primary data collection where sampling is included for the effective acquisition of information (Nayak and Narayan, 2019). With access to raw data, the reliability and validity of this research could have been increased. In addition to this, there have been limitations with secondary data collection as well as not every source of information being free on the Internet and finding reliable information was a difficult aspect too. With lacking a proper research approach, there has been an issue in the literature review as well..

5.7: Recommendations/Areas for further/future research

For future research, there are a lot of improvements needed that can help with the development of the approaches undertaken. For the next time, a broad topic must be chosen with a greater number of variables so that it can be later divided into specific aspects. Along with this, the quality of sources will be checked in a better for further studies. By recognising the quality of sources, the reliability of the study will develop which will help with increasing critical thinking and analytical skills. The literature of the study will need to be reviewed critically for better understanding and creating multiple perspectives (Saunders, Lewis and Thornhill, 2009). In addition to this, primary data will also be collected for further research. Data collection like interviews can be extremely beneficial in meeting the research problem and objective. Interviewing brings out the attitude and behaviour of the participants which can be observed by the researchers while analysing the data and thus, the value of research increases (Jackson, Thorpe and Easterby-Smith, 2015). For collecting secondary information, the help of physical books and journals will be taken which would decrease the need for the Internet.

5.8: Summary of Chapter 5

Summarising Chapter 5, it can be said that organisations can work on developing the performance of the employees which would contribute to the overall success of a business. Some limitations present in this study are the relevance of information and the lack of primary data collection methods. It has been recommended to use interviews as a data collection method and physical source of information.

List of References

- Adnan Bataineh, K. (2019) Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), pp.99-112.
- Ahluwalia, L. (2020) Empowerment leadership and performance: Antecedents. *TECHNOBIZ: International Journal of Business*, 3(2), pp.35-39.
- Al-Ababneh, M.M. (2020) Linking ontology, epistemology and research methodology. *Science & Philosophy*, 8(1), pp.75-91.
- Alharahsheh, H.H. and Pius, A. (2020) A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2(3), pp.39-43.
- Ali, B.J. and Anwar, G. (2021) An empirical study of employees' motivation and its influence on job satisfaction. Ali, BJ, & Anwar, G. (2021). An Empirical Study of Employees' Motivation and Its Influence on Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), pp.21-30.
- Anwar, G. and Abdullah, N.N. (2021) The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Azeem, M., Ahmed, M., Haider, S. and Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, p.101635.
- Baig, S.A., Iqbal, S., Abrar, M., Baig, I.A., Amjad, F., Zia-ur-Rehman, M. and Awan, M.U. (2021) Impact of leadership styles on employees' performance with the moderating role of positive psychological capital. *Total Quality Management & Business Excellence*, 32(9-10), pp.1085-1105.
- Bell, E., Bryman, A. and Harley, B. (2022) *Business research methods*. Oxford university press.
- Bouchrika, I. (2023) *How to Write a Conclusion for a Research Paper: Effective Tips and Strategies*. Available at: <https://research.com/research/how-to-write-a-conclusion-for-a-research-paper#:~:text=The%20conclusion%20is%20the%20part,the%20significance%20of%20your%20study>. (Accessed: 17 July 2023).

- Busetto, L., Wick, W. and Gumbinger, C. (2020) How to use and assess qualitative research methods. *Neurological Research and practice*, 2, pp.1-10.
- Chanana, N. and Sangeeta. (2021) Employee engagement practices during COVID-19 lockdown. *Journal of public affairs*, 21(4), p.e2508.
- Core, A. (2023) *The Importance of Productivity in the Workplace*. Available at: <https://andycore.com/importance-productivity-workplace/> (Accessed: 06 July 2023).
- Downes, P.E., Crawford, E.R., Seibert, S.E., Stoverink, A.C. and Campbell, E.M. (2021) Referents or role models? The self-efficacy and job performance effects of perceiving higher performing peers. *Journal of Applied Psychology*, 106(3), p.422.
- Employee benefits (2023) Benefits of investing in employee engagement. Available at: <https://employeebenefits.co.uk/benefits-of-investing-in-employee-engagement/> (Accessed: 17 July 2023).
- Faeq, M. (2020) Performance evaluation criteria development process for academic staff at universities. *Black Sea Journal of Management and Marketing*, 1(1), pp.59-70.
- Hasan, N., Rana, R.U., Chowdhury, S., Dola, A.J. and Rony, M.K.K. (2021) Ethical considerations in research. *Journal of Nursing Research, Patient Safety and Practise (JNRPSP)* 2799-1210, 1(01), pp.1-4.
- Hopper, E. (2020) Maslow's hierarchy of needs explained. *ThoughtCo, ThoughtCo*, 24, pp.1-3.
- Hosna, A.U., Islam, S. and Hamid, M. (2021) A review of the relationship of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration with sustainable employees performance. *International Journal of Progressive Sciences and Technologies*, 25(1), pp.322-326.
- Jackson, P.R., Thorpe, R. and Easterby-Smith, M. (2015) Management and business research. *Management and Business Research*, pp.1-400.
- Kaushik, V. and Walsh, C.A. (2019) Pragmatism as a research paradigm and its implications for social work research. *Social sciences*, 8(9), p.255.
- Krekel, C., Ward, G. and De Neve, J.E. (2019) Employee wellbeing, productivity, and firm performance. *Saïd Business School WP*, 4.

- Leitão, J., Pereira, D. and Gonçalves, Â. (2019) Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, 16(20), p.3803.
- Mone, E.M., London, M. and Mone, E.M. (2018) *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Mousa, M., Massoud, H.K. and Ayoubi, R.M. (2020) Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour. *Employee Relations: The International Journal*, 42(6), pp.1249-1269.
- Mwemeke, R. (2023) *International comparisons of UK productivity (ICP), final estimates: 2021*. Available at: <https://www.ons.gov.uk/economy/economicoutputandproductivity/productivitymeasures/bulletins/internationalcomparisonsofproductivityfinalestimates/2021> (Accessed: 06 July 2023).
- Nayak, M.S.D.P. and Narayan, K.A. (2019) Strengths and weaknesses of online surveys. *technology*, 6(7), pp.0837-2405053138.
- Nushrat, J. and Mohammad, S.R. (2023) Accounting information and gaming in shop floor labour management: a case study of a high street retail company in the United Kingdom. *Contemporary Journal of Business and Entrepreneurship Research (CJBER)*, 1(1), pp.24-48.
- Olabode, S.O., Olateju, O.I. and Bakare, A.A. (2019) An assessment of the reliability of secondary data in management science research. *International Journal of Business and Management Review*, 7(3), pp.27-43.
- Peek, S. (2023) *How Employees Make or Break Business Success (And How You Can Lead the Way)* Available at: <https://www.business.com/articles/how-employees-make-or-break-business-success-and-how-you-can-lead-the-way/> (Accessed: 06 July 2023).
- Poundland (2023) *Our History*. Available at: <https://www.poundland.co.uk/about-us/our-history/> (Accessed: 06 July 2023).
- Rasool, S.F., Wang, M., Zhang, Y. and Samma, M. (2020) Sustainable work performance: the roles of workplace violence and occupational stress. *International Journal of environmental research and public health*, 17(3), p.912.

Reid, D.H., Parsons, M.B. and Jensen, J.M. (2017) Maintaining staff performance following a training intervention: Suggestions from a 30-year case example. *Behavior analysis in practice*, 10(1), pp.12-21.

Riyanto, S., Endri, E. and Herlisha, N. (2021) Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), p.162.

Rosen, C.C., Dimotakis, N., Cole, M.S., Taylor, S.G., Simon, L.S., Smith, T.A. and Reina, C.S. (2020) When challenges hinder: An investigation of when and how challenge stressors impact employee outcomes. *Journal of Applied Psychology*, 105(10), p.1181.

Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research methods for business students*. Pearson education.

Sileyew, K.J. (2019) Research design and methodology. *Cyberspace*, pp.1-12.

Simply Hired (2023) *Working at Poundland: Company Overview and Reviews*. Available at: <https://www.simplyhired.com/company/Poundland> (Accessed: 06 July 2023).

Taheri, R.H., Miah, M.S. and Kamaruzzaman, M. (2020) Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, 5(6).

Userfocus (2021) *Desk research: the what, why and how* Available at: <https://www.userfocus.co.uk/articles/desk-research-the-what-why-and-how.html> (Accessed: 06 July 2023).

Valcheva, S. (2020) *Secondary Data: Advantages, Disadvantages, Sources, Types*. Available at: <https://www.intellspot.com/secondary-data/> (Accessed: 06 July 2023).

van de Brake, H.J., Walter, F., Rink, F.A., Essens, P.J. and van der Vegt, G.S. (2020) Benefits and disadvantages of individuals' multiple team membership: The moderating role of organizational tenure. *Journal of Management Studies*, 57(8), pp.1502-1530.

Varpio, L., Paradis, E., Uijtdehaage, S. and Young, M. (2020) The distinctions between theory, theoretical framework, and conceptual framework. *Academic Medicine*, 95(7), pp.989-994.

Terms of Glossary

Approach- practices undertaken to fulfil a decision

Feedback- information used as a basis for improvement

Mobbing – crowd rounding in an unruly pattern

Ostracism – excluding one from a social group

Paradigm- perspective or set of ideas of looking at something

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications”. As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the “principal researcher”.

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity.

Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Renata Szabo			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☐

X	Undergraduate Student	☐	Taught Student	Postgraduate	☐	Postgraduate Research Student	☐
---	-----------------------	--------------------------	----------------	--------------	--------------------------	-------------------------------	--------------------------

3	Institute/Academic Discipline/Centre:	University of Wales Trinity Saint David
4	Campus:	London
5	E-mail address:	Renike1125@gmail.com
6	Contact Telephone Number:	07495300166
<i>For students:</i>		
7	Student Number:	2009640
8	Programme of Study:	Business Management
9	Director of Studies/Supervisor:	Dr Jayalakshmi Gopalkrishnan

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☐	NO	☐
					Date
2	If Yes, please indicate source of approval (and date where known): <i>Approval in principle must be obtained from the relevant source prior to seeking ethical approval</i>	Research Degrees Committee	☐		
		Institute Research Committee	☐		
		Other (write in)	☐		

SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.	
1	UWTSD Research Ethics & Integrity Code of Practice	☐
2	UWTSD Research Data Management Policy	☐
3	<i>[List any other relevant documents here]</i>	☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution					
2	Contact person name					
3	Contact person e-mail address					
4	Is your research externally funded?	YES	☐	NO	☒	
5	Are you in receipt of a KESS scholarship?	YES	☐	NO	☒	
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	☐	NO	☒
7		Employed	YES	☐	NO	☒
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES then the permission question below does not need to be answered.	YES	☐	NO	☒
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	YES	☐	NO	☒

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES	☐	NO	☐
	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).				

SECTION E: Details of Research Activity

1	Indicative title:	The impact of employee's performance on organisational productivity: A case study of Poundland		
2	Proposed start date:	03-03-23	Proposed end date:	11-08-23
	Introduction to the Research Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how <u>Existing Research</u> has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i>			
3	Purpose of Research Activity Productivity is an important aspect of businesses as it helps with setting successful and effective operations in a workplace. Other than this, it also helps in utilising and increasing the capacity within the workforce and creating happy and healthy employees. As a result, it can be said that there is a connection between the productivity of an organisation along with employees.			
4	Research Question What is the relationship between organisational productivity and employee performance?			

	• How organisational productivity is impacted by employee performance in Poundland? • What can be some challenges in developing and sustaining employee performance in an organisation? • How the performance of employees and organisational productivity in Poundland can be improved?
5	Aims of Research Activity This study <i>aims</i> to find how the performance of employees helps in impacting the productivity of an organisation, especially Poundland.
6	Objectives of Research Activity • To understand the relationship between organisational productivity and employee performance • To evaluate and assess how organisational productivity is impacted by employee performance in Poundland • To identify the challenges in developing and sustaining employee performance in an organisation • To recommend suitable practices for improving the performance of employees and organisational productivity in Poundland
	Proposed methods
7	<i>Data collection</i> is a necessary process while conducting a study which is primarily important for setting how information is gathered and the explanations that it makes based on the research topic. For this study, secondary data will be collected through <i>sources</i> like online articles, journals and books. Accessing secondary data is easier, there is hardly any cost related to it and a wide amount of information is found all over the Internet (Valcheva, 2020). In order to <i>analyse</i> the collected secondary data, the thematic analysis will be used where themes and patterns will be identified from the collected information.
	Location of research activity

8	The scope of this study is limited to national aspects as it can be seen that the organisation is based in the UK. There will be no inclusion of raw data or numerical analysis in this study due to the presence of secondary data. This study is starting from the 06th of June and before this, a proposal has been sent one important exclusion criterion will be data from other countries specifically and information sourced from doctoral dissertations. There will be no bias with self-selection on the secondary data collected in this study. The outcome of this study will reflect how the performance of employees impacts organisational productivity.
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.
9	

10	Use of documentation not in the public domain: Are any documents <u>NOT</u> publicly available?	NO	☒
		YES	☐
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales.		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?		
--	---	--	--

		YES	NO
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
19	If YES to any of the above, please give details:		

SECTION F: Scope of Research Activity

	Will the research activity include:	YES	NO
1	Use of a questionnaire or similar research instrument?	☐	☒
2	Use of interviews?	☐	☒
3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒

9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.	☐	☒
	Details of any other primary data collection method:		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:	YES	NO
1	Students or staff at the University?	☐	☐

11	Who will the participants be?	<i>(this box should expand as you type)</i>
12	How will you identify the participants?	<i>(this box should expand as you type)</i>

	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☐	☐	☐
14	Will you tell participants that their participation is voluntary?	☐	☐	☐
15	Will you obtain written consent for participation?	☐	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☐	☐	☐
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☐
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☐	☐	☐
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☐	☐	☐
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☐	☐	☐

21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☐	☐	☐
22	If NO to any of above questions, please give an explanation			
	<i>(this box should expand as you type)</i>			

	Information for participants:	YES	NO	N/A
24	Will participants be paid?	☐	☐	☐
25	Is specialist electrical or other equipment to be used with participants?	☐	☐	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☐	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☐	☐
28	If YES to any question, please provide full details			
	<i>(this box should expand as you type)</i>			

SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	☐
		No	☒
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Risk to participants: <i>(this box should expand as you type)</i>	How you will mitigate the risk to participants: <i>(this box should expand as you type)</i>	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities		
	<i>(this box should expand as you type)</i>		
4	Risks to the investigator		

7	Does your research require you to hold a current DBS Certificate?	☐	☐	☒
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	 <i>(this box should expand as you type)</i>
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	 <i>(this box should expand as you type)</i>
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.

	(this box should expand as you type)
--	--------------------------------------

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 “GDPR” and the Data Protection Act 2018 “DPA”)?	YES	NO
1	“Personal data” means any information relating to an identified or identifiable natural person (‘data subject’). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☐	☒
	If YES, provide a description of the data and explain why this data needs to be collected:		
2	(this box should expand as you type)		
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	“Special category data” means sensitive personal data consisting of information as to the data subjects’ – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☒
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	(this box should expand as you type)		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?	☐	☐
6	University computers?	☐	☐
7	Private company computers?	☒	☐
8	Home or other personal computers?	☐	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☐
10	"Cloud" storage or websites?	☐	☐
11	Other – specify:	☐	☐
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	As the data collection is limited to the secondary method, there has been no involvement of human participation, however, the source of information has been taken care of well. It has been ensured that all the sources of data are credible, authentic and updated. It has been also made sure that there is no scope for misinterpretation while collecting and analysing the data. Furthermore, there has been no academic misconduct like the use of inappropriate language and plagiarism.		

Data Protection			
	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?	☐	☒

14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☐	☒
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
22	List all who will have access to the data generated by the research activity:		
	Researcher		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		
	Password protected system. Data will be stored for two-three months in original form.		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so please explain. (<i>Most relevant to academic staff</i>)		

26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtسد.ac.uk/library/research-data-management/)	YES	☒
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:	Renata Szabo	Date: 27.08.2023

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Dr Jayalakshmi Gopalkrishnan	Date:
3	Signature:	Dr Jayalakshmi Gopalkrishnan	31/08/2023

For STAFF Submissions:

4	Academic Director/ Assistant Dean:	Dr Anupam Mazumdar	Date:
5	Signature:	Dr Anupam Mazumdar	31/08/2023

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☐	I have completed ALL RELEVANT sections of the form in full.
☒	I confirm that the research activity has received approval in principle

☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (where appropriate) <i>ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT</i>
☒	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS AND STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name.

You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

This form is available electronically from the Academic Office web pages:

<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>