Performance Management Systems in Promoting Employee Development and Accountability

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Abstract: *The purpose of the study was to determine the influence of performance management (PM) on employee productivity in the Consumer Food Products Ltd. More specifically, the study sought to determine the extent to which performance appraisal, explore the extent to which training and development and determine the extent to which rewarding systems and contrast the extent to which feedback and coaching influence on employee productivity. In order to test four (04) hypothesis and achieve the objectives of this research structured questionnaire had been applied to gather primary data for analysis and interpretation. However, this questionnaire is composed of 30 questions (Likert Scale question) that personate all the variables of this paper. However, a random sample (n=61) was selected with 75 questionnaires that were distributed and back to ensure high response from staffs. The analysis of data is divided into three main section; Descriptive Statistics (Mean, Standard deviation, Standard error mean,); Inferential Statistics (Reliability test,); Structural Model (t-value, p-value, Coefficient value) to find the linkage between PMS practice and selected outcomes by using SPSS (Statistical Package for Social Science)-16. Tables were used to present the findings. The research concludes the result of the data analysis reveal that PMS (F&C: β= .280, t= 2.237, p= .029. T&D: β= .522, t= 4.696, p= .000. PA: β= .230, t=1.814, p= .075. RS: β= 068, t=.525, p=.601) have a significant influence on its selected outcomes. As a result, it is recommended by the researcher that study also brought about the emphasis on the presence and appearance of PMS internal experts within the organizations which helps to improve the implementation of effective PMS practices. The study concluded that there are no links between performance appraisal and employee performance as indicated.*

Keywords: Employee performance management, Performance evaluation, Performance planning, Employee performance management satisfaction, Job satisfaction Strain, Policing

I. INTRODUCTION

Global businesses are operating in the midst of challenging times. An organization today, in order to be profitable and ahead of its peers, needs to compete in more markets, operate across more platforms and manage more stakeholders than ever before (Beckons). One of the important elements in the organizational orderliness of human resource management is performance management (Zulystiawati, Vol.3, No.4, 2014). Even the term "performance management" is much more recent, and so there is much less history to describe (DeNisi & Murphy, 2017,). This research has been focused on improving the performance of individuals, however, and the ultimate goal of performance management systems is to improve firm-level performance. **Possible Outcomes from Effective Performance Management**-clarifying job responsibilities and expectations, enhancing individual and group productivity, developing employee capabilities to their fullest extent through effective feedback and coaching, driving behavior to align with the organization's core values, goals and strategy (Pulakos E. D). Performance management is regarded as the, Achilles Heel of human capital management and it is the most difficult system to implement in organization (Pulakos E. D., 2009, p. 3). It should thus be managers' top priority (Almothaseb, Almahameed, & Tobeery, June 2017). Organizations need to be aware of face more realistically towards keeping their human resources up-to-date. In so doing, managers need to pay special attention to all the core functions of human resource management (Nassazi, 2013), and performance management is one of them. Performance management systems can be defined as a continuous process of improving organizational performance by setting individual and team goals that are aligned to the strategic goals of the

organization, planning performance to attain organizational objectives or goals, reviewing and assessing progressive performances, and developing the knowledge for employees. Michael, (2017). Performance management systems improve both the quality and quantity of work done and bring all activities in line with institution or organization goals. Performance management systems can be used in a different way such as support pay decisions, how much one gets paid, promotion decisions, who deserve to get promoted, looking at certain criteria? Employee development and reductions in force. (Elaine, 2004). A recent study, conducted on the ministry of sports and culture, by Owen, (2018) found out it is a big loophole in understanding the objectives of PMS. Managers make it difficult to adapt to the PMS framework because employees are not being fully involved in the implementation of PMS. In addition, some employees believe that PMS is ineffective in state-owned enterprises due to stated factors of poor leadership and commitment of managers. Poor leadership plays a major role on employees' performance, as employees want to lead by examples and get motivated when they are under a better leadership, especially when, the managers, focuses on employee's well-being rather more on performance., this boost up employee's morale, to work with less pressure and achieve the organization goals.

II. LITERATURE REVIEW

The idea of Performance Management System (PMS) constitutes one of the important and positive developments that have gained momentum in the domain of Human Resource Management (HRM) recently (Armstrong, 1994, P.01). Performance management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management potentially makes the most significant contribution to individual and organizational learning and helps to raise organizational efficiency and promote growth (Adhikari, 2010). Performance management has to be the core of all organizations since it gives strategic direction and how resources are going to be distributed towards the achievement of set goals and objectives. Performance management is a tool meant to improve performance and productivity and it is yet to be fully institutionalized as the way of doing business. Effective performance management in the public service requires specific tools and deliberate measures (Olufemi). The aim of performance management is to improve service delivery through effective and efficient application of resources (Zvavahera). At the very outset, it is worthwhile to point out that there is nothing new in the concept of PMS as its origin can be traced back as early as 221-265 AD (Assish, March 2018). The essence of management as a set of complex procedures and activities is influencing on a particular system in order to change the system towards achieving defined development objectives (Tomić, Tadić, & Sedlak, November 2016.). Performance measurement system, as stated by Nelly et al. (2003), relates to the use of multidimensional set of indicators (financial, non-financial, internal, and external). The role of performance measurement system as a subsystem is identified as part of the strategic performance management, whereby the performance management system is responsible for the implementation process (Rastislav & Petra, September 2016).

III. EFFECTIVENESS OF PERFORMANCE MANAGEMENT ON EMPLOYEES PERFORMANCE

Effective performance management consists of meeting both tasks and employees' needs. Employees need to play a role in employee's development and motivation towards achieving their organizational goals. Anne, (2017). Effective performance management system involves reviewing and assessing performance and ensuring the training and development of knowledge, skills, and abilities (Kozlowski, 2012) The first step toward effective performance management is to define the organizational goals of the employees and what is expected from them. Employees cannot meet the organization's performance expectations or company goals if they are not clearly outlined on their target. Deirdre, (2012).Utilizing the Performance Management System in place, in a correct and effective way is very important if the employees complain about it, or it has low employee engagement, it may be obsolete and in need of an upgrade or find a new Performance management strategy and will give accurate and validity data, that can be used to analyses employees performance. (Sara, 2018) Clearview, (2015), added that holding employees accountable, empowering them and letting them engage in organization activities is very important when employees are held accountable for their actions, they pull up and avoid being in the situation again. If certain employees constantly underperform, this should indicate you need to take action. Empowering underperforming employees helps to boost up employee's performance. Sara, (2018). Constantly monitor and evaluate performance as per the previous step, you can

hold your team accountable. Effective managers understand the importance of using the rewards system. Rewarding means recognizing employees, individually and as members of groups, for their performance and acknowledging their contributions to achieving their goals. Frank, (2018). If an employee has performed as expected, they must be rewarded.

IV. DATA ANALYSIS

(i) Theoretical Framework- The theoretical framework is the "blueprint" for the entire dissertation inquiry. It serves as the guide on which to build and support your study, and also provides the structure to define how you will philosophically, epistemologically, methodologically, and analytically approach the dissertation as a whole. defined a theoretical framework as "a structure that guides research by relying on a formal theory…constructed by using an established, coherent explanation of certain phenomena and relationships". Thus, the theoretical framework consists of the selected theory (or theories) that undergird your thinking with regards to how you understand and plan to research your topic, as well as the concepts and definitions from that theory that are relevant to your topic. Criteria for applying or developing theories to the dissertation that must be appropriate, logically interpreted, well understood, and align with the question at hand.

(ii) Training & Development- Accordingly, training refers to the methods used to give new or present employees the skills that they need to perform their jobs. Additionally, the focus of training is performance improvement, which are directed towards maintaining and improving current job performance (Desseler, 2007, p. 270).

(iii) Steps of Training- Gary Dessler opine that training consists of the five steps:

Training Needs Analysis (TNA): Identifies the specific job performance skills needed, assesses the prospective trainees' skills, and develops specific measurable knowledge and performance objectives based on any deficiencies.

Training Instructional Design (TID) is to decide, compile and produce training program content, including workbooks, exercises, and activities and some techniques like computer and on the job training technique.

Training Validation: The bugs are worked out of the training program by presenting it to a small representative audience.

Implementation: Actually, training the targeted employee group.

Evaluation: Management assess the program's success or failures.

V. EXISTING APPROACHES

(i) Eclectic Interventions- Eclectic coaching interventions are activities that derive from no particular theoretical per spectate but have considerable face validity nonetheless, in that a lay person would be likely to assume that they would help a team perform well. Eclectic models are found mainly in the practitioner literature as codifications of the les sons learned by management consultants whose practice includes team facilitation.

(ii) Process Consultation- The process consultation approach developed by Schein (1969, 1988) posits that competent interpersonal relations are essential for effective task performance and that group members themselves must be intimately involved in analyzing and improving those relationships. The consultant engages team members in analyzing group processes on two levels simultaneously: (1) the substantive level- To analyze how human processes are affecting work on a specific organizational problem? And (2) the internal level-to better understand the team's own interaction processes and the ways that team processes foster or impede effective group functioning.

(iii) Behavioral Models- Two distinct models of team coaching are based on theories of individual behavior: (1) the application of Argyris's (1982, 1993) theory of intervention to team-focused coaching by Schwarz (1994) and (2) applications of parent conditioning to the modification of team behavior, notably those of Komaki (1986, 1998) and her col leagues (Richard & Ruth, 2005).

(iv) Performance Appraisal- A performance appraisal is a regular review of an employee's job performance and overall contribution to a company. Also known as an "annual review," "performance review or evaluation," or "employee appraisal," a performance appraisal evaluates an employee's skills, achievements and growth, or lack thereof. Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions.

(v) Cognitive Placement for Performance Appraisal- The method of cognitive placement determines the performance groups among employees. HR managers appoint the performance grade of employees into one group. Top

performers and bad performers are interested to HR managers, because top performers make up the "talent management" group and bad performers make up the "performance management" group. Talent performers might be candidates for management positions, because they have the best individual performance, while bad performers may need performance management process to upgrade their knowledge and individual performance.

VI. CONCLUSION

This research was carried out with a main purpose of finding out the Influence of Performance Management System on Employee performance. The general objective of the study was to determine the Influence of PMS on Employee performance in Food Products Ltd. The specific research objectives that guided the study were; to determine the extent to which development of performance plans influences Employee performance in consumer Food Products Ltd, to assess the extent to which review of employee progress on an ongoing basis influences Employee performance in consumer Food Products Ltd, to assess the extent to which training and development of employee needs influences Employee performance in consumer Food Products Ltd and to assess the extent to which rewarding of employees influences Employee performance in consumer Food Products Ltd. Training & development of employee progress on ongoing basis influences employee productivity to a greater extend as indicated by the findings. Actual performance could be compared to the desired performance; therefore, the outcome is evaluated and a development plan is set based on the weakness. Coaching & feedback also influences productivity. Effective and efficient Coaching & feedback policies should be put in place to continuously equip staff with skill. As technology changes there is need for a continuous improvement and adaptability to technology. In performance management, rewarding systems influence employee productivity. A reward motivates, attracts and retains the right kind of people hence facilitates the implementation of strategy.

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