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MPA 7080 Research Project

**TOPIC: The Role of Performance Management in
achieving organizational effectiveness and
efficiency.**

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Abstract

The main objective of the study is to establish the role of performance management in achieving organizational effectiveness and efficiency with a keen specific focus of evaluating the following: determine the impact of employee job performance definition towards achievement of organizational effectiveness and efficiency; evaluate how employee performance appraisal contributes to the achievement of organizational effectiveness and efficiency; assess the contribution of employees training on achieving organizational effectiveness and efficiency; and analyze how employee participation influences the achievement of organizational effectiveness and efficiency. Performance Management is defined as a continuous process of identifying, measuring, and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals. On the other hand, organizational effectiveness is defined as the efficiency with which an association is able to meet its objectives and goals. As a rationale, this study intends to create a more understanding and strengthen academic research in the area of management science with a keen focus on how performance management influence or contribute to the achievement of the organizational effectiveness and efficiency. This study intends to answer the statement of this research problem: *what is the role of performance management in achieving organizational effectiveness and efficiency.* This study will adopt a study methodology of a systemic empirical review of literature from research published articles on the area of performance management in relation to how it helps achieve organizational effectiveness and efficiency. Given this approach, the study will collect and summarize relevant empirical evidence from literature that fits the context of this study based on the approach of harvesting secondary data and statistics from already validated scientific research sources for a generalization to help conclude a report of this

study. For purposes of understanding and explaining the problem of the research better, the study therefore will use a scientific management theory. When it comes to data evaluation, discussion and conclusion, the study adopted an evaluation based on empirical review of the secondary data already harvested from the previous scientific research studies for generalization. Based on the empirically reviewed and discussed data, the study concludes in the end that performance management elements reviewed under the study help to achieve the organizational effectiveness and efficiency by significantly influencing the positive improvement on the indicators of organizational effectiveness.

Chapter One: Introduction

1.1 Introduction

Various authors define management performance in different ways though the various definitions still make one common sense. According to Herman Anguine, Performance Management is defined as a continuous process of identifying, measuring, and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals (Herman, 2013). On the other hand, Ferreira and Otley jointly define Performance Management as the use and design of formal and informal mechanisms, processes, systems and networks used by organization for conveying the key objectives and goals elicited by management, for assisting the strategic process and on-going management through analysis, planning, measurement, control, rewarding, and managing for supporting and facilitating organizational learning and change (Ferrira and Otley, 2009).

Within the management science, Performance Management in organization is one of the key factors and processes that influence organizational effectiveness and efficiency which actually determines the success and performance of the organization. Organizational effectiveness which is the key achievement aim of management performance is therefore defined as the efficiency with which an association is able to meet its objectives and goals (Austin, 1992). However, just like some other concepts may have more than one perspective of understanding and definition contest, Gaertner and Ramnarayan give another elaborate definition of organizational effectiveness as the ability of an organization to account successfully for

its outputs and operations to its various internal and external constituencies (Gaertner and Ramnarayan, 1983).

Management performance in organizations comes with a number of activities and processes as a means to prepare the organization to its performance effectiveness. Some of these processes may include a number of activities such as: Employee Job Performance Definition; Employee Performance Appraisal; Employee Training; Employee Participation; Feedback on Employee Performance among others (Kumar, 2019). On the other hand, some of the elements and indicators of the organizational effectiveness are: employee or workforce performance and productivity; employee skills and experience; accountability; and organizational performance (Kumar, 2019).

Therefore, to establish the role of management performance in achieving organizational effectiveness and efficiency, the study is going to analyze how the perceived processes and task activities of performance management contribute and influence the elements and indicators of organizational effectiveness and efficiency. However, Efficiency of performance management can be promoted within the organizations, when the human resources are aware in terms of various principles. These principles are explained as follows:

Organizational Goals – Organizational goals are vital principles that influence the performance of the individuals and when the individuals get recruited within the organizations, it is crucial for them to generate awareness in terms of organizational goals (Jet, 2019). When they are aware of organizational goals, they will be able to put into operation, their job duties in a well-organized and satisfactory manner.

Transparency – When decisions have to be made within the organization in terms of various aspects, such as, planning, organizing, directing, coordinating, laws and measures, performance appraisal, job duties, pay

and reimbursements and so forth, it needs to be ensured that they are advantageous to the individuals (Jain, 2013). When the individuals, who are in leadership positions are making decisions, they are required to communicate them with the other members of the organization.

Employee Development and Empowerment – Employee development and empowerment is regarded as one of the factors that is of utmost significance and within the organization, when employees would be encouraged to participate in the decision-making processes, when they will be given equal rights and opportunities and when they will be provided with the opportunities to enhance their career prospects, they will be able to develop as well as acquire empowerment opportunities (Thomas, 2019).

Values and Norms – Values and norms are regarded as essential principles that human resources need to be aware of from the initial stage. The recognition of values and norms not only enable the individuals to perform their job duties well, but also emerge into productive members of the organization (Peterson, 2012). In fact the individuals need to put these into operation, when they get recruited within the organization, the implementation of values and norms enable the individuals to carry out their job duties in a well-organized manner, attain professional and personal goals and maintain good terms and relationships with the other individuals, internal and external to the organization (Williamson, 2009)

Working Environmental Conditions – It is apparent that in order to promote good-quality performance, it is vital for the individuals within the organization to promote congenial environmental conditions, and in order to promote congenial environmental conditions, various factors need to be taken into consideration (Mboga, 2018). These are, providing infrastructure, civic amenities and facilities, tools, materials, equipment, technologies and so forth; taking into account aspects, such as, temperature, lighting, heating and cooling equipment in accordance to the

weather conditions; communicating with others in an appropriate manner and possessing a helping nature (Taylor, 1999).

External Environment – It is vital for the organizations to generate awareness in terms of factors of the external environment, in fact efficient and contextual management of the external environmental conditions is to overcome the obstacles and barriers that may occur within the course of operative managerial performance (Taylor, 1997). Whether the organizations are engaged in the production of goods or services, or whether they are any other types of organizations, such as, financial institutions, educational institutions, non-government organizations and so forth. In order to enhance their performance, they need to generate awareness as well as establish connections with the external environment (Thomas, 2007).

Training and Development – Training and development programs are regarded as indispensable principles to influence performance, and the main objective of these programs is to make provision of knowledge to the individuals to up-grade their performance (Sigmond, 22007). There are various methods that are made use of in training and development programs and the methods that are used can be one or more (Kukej, 2019). These are dependent upon the goals and objectives of the organization and job duties. For instance, when workforce needs to be trained in terms of using machines to enhance productivity of goods, they may be provided with practical as well as theoretical knowledge (Naden, 1997)

Usage of Technologies – In the present existence, technologies have rendered a significant contribution in influencing one's performance, and in the implementation of job duties, the individuals need to make extensive use of technologies (Nade, 1997). In management and administrative functions, the individuals are making extensive use of computers, and when the individuals have to be recruited, one of the important aspects that need to be taken into consideration is, they need to be well-equipped with computer skills.

Leadership Development – Within the organization, when the employees are engaged in the implementation of their job duties, it is vital that they need to be adequately guided and directed, hence, the development of leadership skills will enable them to guide, direct and lead others (Mayer, 2019). The directors, managers and supervisors need to ensure that they put into operation, the leadership function in an operative manner, and it is the primary job duty of the leaders to guide the individuals in a proper direction.

System of Feedback – After the employees have acquired efficient training and have generated awareness in terms of implementation of job duties, they want feedback from their managers and supervisors in terms of their performance (McBay, 1998). The system of feedback is regarded to be of utmost significance, which makes provision of information to the employees, in terms of where they stand, and when the system of feedback gives positive results, it shows employees are performing their job duties well (Mboga, 2019). On the other hand, when the outcome is negative, it shows, improvements will have to be made in the performance of job duties, therefore, it is vital to monitor the feedback system on a continuous basis.

1.2 Statement of the Problem

The objective of the study is to establish the role of performance management in achieving organizational effectiveness and efficiency. Generally, in the present time of increasing organization competition for profits and industrial monopoly, it is quite imperative for an organization to invest in the processes that pays attention to improve overall effectiveness at all levels in the organization. Organizational performance management is therefore the need for most organizations. Performance management actually becomes essential process in the management of

organization since it ensures that the employers are working towards achieving the organizational goals and missions. It is also a system that provides a professional management process for the organization to assess the performance outcome of the workers.

Johnson clarifies further that Performance Management is important for an organization in a number of ways: it helps organizations ensuring employees are working hard to contribute to achieving the organization's mission and objectives; it also sets expectations for employee performance and motivates employees to work hard in ways that is expected by the organization; and moreover, it provides a completed and professional management process for organizations to assess the performance results of organizations and employees (Johnson, 2000). According Aguinis, employee performance practices involves linking the performance of an individual employee towards the organizational objectives, goals, and missions (Aguinis, 2009). However, most of the organizations fail to implement and conduct performance management or may just conduct it once a year as opposed to a continuous process and this makes a number of organizations fail to link organizational success with the employee inputs.

Considering its great significance, the present study focuses on studying the performance management and how its elemental variables affect the organizational effectiveness, their association and relative contribution. Therefore, this study intends to establish an empirical links between performance management and the organizational effectiveness and efficiency, hence the main question of this study *'what is the role of performance management in achieving organizational effectiveness and efficiency'*.

1.3 Study Guide Sub Questions

- i. What is the contribution of employee job performance definition towards achievement of organizational effectiveness and efficiency
- ii. How employee performance appraisal contributes to the achievement of organizational effectiveness and efficiency
- iii. What is the contribution of employees training on achieving organizational effectiveness and efficiency
- iv. How does employees participation influence the achievement of organizational effectiveness and efficiency.

1.4 Objectives

The main aim of the study is to establish the role of performance management in achieving organizational effectiveness and efficiency

1.4.1 Specific Objectives

- i. To determine the impact of employee job performance definition towards achievement of organizational effectiveness and efficiency
- ii. To evaluate how employee performance appraisal contributes to the achievement of organizational effectiveness and efficiency
- iii. To assess the contribution of employees training on achieving organizational effectiveness and efficiency

- iv. To analyze how employee participation influences the achievement of organizational effectiveness and efficiency

1.5 Methodology

This study adopted a systemic empirical review of literature from research published articles on the area of performance management in relation to how it helps achieve organizational effectiveness and efficiency. Given this methodology, the purpose of this review therefore is to collect and summarize relevant empirical evidence from literature that fits the context of this study. Based on this, the study has focused on approach of harvesting secondary data and statistics from already validated scientific research sources for a generalization in this study based on a desktop review.

Chapter two:

Literature Review/Contextualization/Secondary Dataset

Through this chapter, we will explore past research and literature relating to performance management and its influence on employee productivity. Performance management and employee productivity is a very important resource to tap into in conducting this study. The purpose of the literature review and research is to help both understand the theories and the variables that underpin the study. A literature review can be defined as a critical appraisal of previous scholarly writings relevant to the research topic. It is therefore very important that each research project begins with a review of the existing literature in his particular field of study. Such a review helps the researcher to consolidate the theoretical basis of the study.

2.1 Organizational Effectiveness and Efficiency

A number of researchers in management science agree that the central objective of organizational theory and general study which pertains to organizational effectiveness and the underlying goal of most organizational study is to improve effectiveness (Goodman, 1997). The concept of organizational effectiveness is defined as how effectively a given organization is achieving the intended goals and objectives, or in short goal attainment, therefore, organizational effectiveness has been connoted as one aspect of organizational performance (Lee, 2003).

In almost every organization, employees and other resources play a significant role towards building effectiveness of the organization. A number of criteria have been historically applied to measure organizational effectiveness, which with a wide research consensus

includes productivity, efficiency, profitability, growth, goal consensus, pay reward for job done, supervision, and job satisfaction among others (Akanksha, 2013).

In essence, there are a number of several variables that contribute to organizational effectiveness and the existence of the relationship among them. These variables actually form the determinants or indicators of organizational effectiveness, and some of the determinants are: employee productivity; employee skills and experience; efficiency of business units; good management; and accountability among others (Jain, 2013).

2.2 Performance Management and Organization Effectiveness

As outlined in the introduction section of this study, Performance Management is defined as a continuous process of identifying, measuring, and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals (Herman, 2013). However, the success or the organization performance is not self-triggered but there are a number of organizational processes and activities going on within the organizational management and administration which in one way or another may influence the organization performance or effectiveness and efficiency.

Though there are quite a number of process and activities towards achieving this, this study has focused only on four major variable processes of performance management to form the units of analysis to establish how they affect or influence organizational effectiveness and efficiency. These variables to be analyzed against organizational

effectiveness are: Employee Job Performance Definition; Employee Performance Appraisal; Employee Training; and Employee Participation. These variables are to be analyzed on how they influence or contribute to the following indicators of organizational effectiveness and efficiency such as: employee productivity; employee skills and experience; efficiency of organizational units; good management; and accountability.

These processes and their relative subsequent specific tasks and activities are empirically reviewed and analyzed here on how they affect and influence the achievement of the organizational effectiveness and efficiency in line with the outlined study questions and objectives using the secondary data and statistics harvested from the scientific research already conducted before that meets the threshold of generalization in this given their reliability and validity.

2.3 Employee Job Performance Definition and Organization Effectiveness

Defining job performance is generally considered to be very critical part of performance management. Employee job performance definition refers to a process of planning and outlining organizational tasks based on scientific performance scales on how employees perform well duties obligated to them, how they behave in a working place, how they accomplish work targets, and how efficient employees execute their mandates within the time plan for purposes of effectiveness, quality, and efficiency of their output (Herman, 2013).

Job performance definition involves scientific variable scales of measuring labour input and output guided by scales of size of the job, nature of the job, and length of the job relative to the scale of reward

(Avey and Murphy, 1998). In the process of performance management, identifying performance measures required for appraisal determines performance standards as levels of performance that correspond to predesignated levels of individual and organizational effectiveness and efficiency. The variable elements of employee performance have a significant relationship and affect or influence the effectiveness and effectiveness indicators of organizations in a number of ways as outlined below.

2.4 Analytical Relationship between Performance definition and Effectiveness

Defining employee performance is generally considered to be a critical part of performance management system and thus a number of performance evaluation research studies have focused on defining performance (Murphy, 1998). In the process of performance management, identifying performance measures required for appraisal determines performance standards as levels of performance that correspond to predesignated levels of individual and organizational effectiveness (Cardy, 1994).

Some management researchers usually depict Performance as desired results, behaviors, attitudes, or traits, while others argue that performance refers to the final result as what gets accomplished, however, other perspectives also argue that performance has to do with the behaviors people exhibit in the course of producing results and with their basic competence or ability to perform various aspects of the job (Bernardin and Beatty 1984).

Regarding on how employee definition performance affects organizational effectiveness, Anastasios and Prodromos (2018) jointly conducted a study titled factors affecting employees with a focus to evaluate how employee definition as one of the performance management elements among others affect the organizational effectiveness and efficiency (Anastasios and Prodromos, 2018). The research adopted a descriptive methodology of research and interviewed 120 correspondents in the study. The conclusion finding of this study realized that there is a significant contribution of employee performance definition in improving organization productivity and effectiveness (Anastasios and Prodromos, 2018).

Chapter three: Theoretical models and evaluation of data

3.1 Theoretical Model

The study applies scientific management theory. Scientific management theory is defined as organizational management theory that analyzes work flows to improve economic efficiency and labour productivity (Fredrick, 1980). The theory though has undergone revolution and modification, its founding father is Fredrick Winslow Taylor who first authored the theory between 1880s and 1890s. At the center of scientific management theory are the four basic principles that still apply to the organizations today.

The four principles of scientific management theory are: Look at each job task scientifically to determine the best way to perform the job; hire the right workers for each job and train them to work at maximum efficiency; monitor work performance and provide instruction and train when needed; divide the work between management and labour so that management can plan and train, and workers can execute the work efficiently.

Taylor's scientific management theory has developed over years since its advent. In 1909, Taylor published *The Principles of Scientific Management*, and in this book, he suggested that organization effectiveness and productivity would increase if jobs were optimized and simplified (Taylor, 1909). He also proposed matching a worker to a particular job that suited the person's skill level and then training the worker to do that job in a specific way. Taylor first developed the idea of breaking down each job into component parts and timing each part to determine the most efficient method of working.

However, with time later, scientific management theory evolved towards what is today called performance measurement which synonymous to performance management. First, between 1856 to 1915, Taylor's scientific management theory developed to systemic management (Laude, 2007).

But later changes in the technological and the desire to improve industrial organizational productivity and efficiency pushed another proponent of Tylor Daniel in 1992 to design a new evolution model of the systemic management to performance measurement synonymous to the current today performance management (Sink, 2008).

This evolution emerged with the design of the performance element measure with characteristics of outputs that are identified for the evaluation of organizational performance of employees for purposes of improving industrial efficiency and productivity. (Churchman, 1998). These various performance measures later developed variable activities to be undertaken by management of the companies as measures and driving elements of determining and driving organizational effectiveness. (Khun, 1999)

These measures that were later incorporated to be undertaken within the management as driving components of the performance measurements/managements are: incorporating views of employees as a way of employee participation; employee training in line with industrial requirements; monitoring and evaluation of performance of employees (William, 2002). In essence, all these undertakings within the management of the organization were meant to improve industrial productivity and generally influence the effectiveness and efficiency of the industrial production.

In relation this study, the theory of scientific management relates to the study by linking its principles of training employees, monitoring and evaluation, performance measurements to the elements of organizational performance management meant to influence organizational effectiveness and efficiency such as employee training, employee appraisal that goes with the theory principle of monitoring and evaluation, and job performance definition. The theory therefore fits well to help predict and explain the relationship between organizational performance management and perceived productivity, effectiveness, and efficiency.

3.2 Conceptual Model OPM and OE

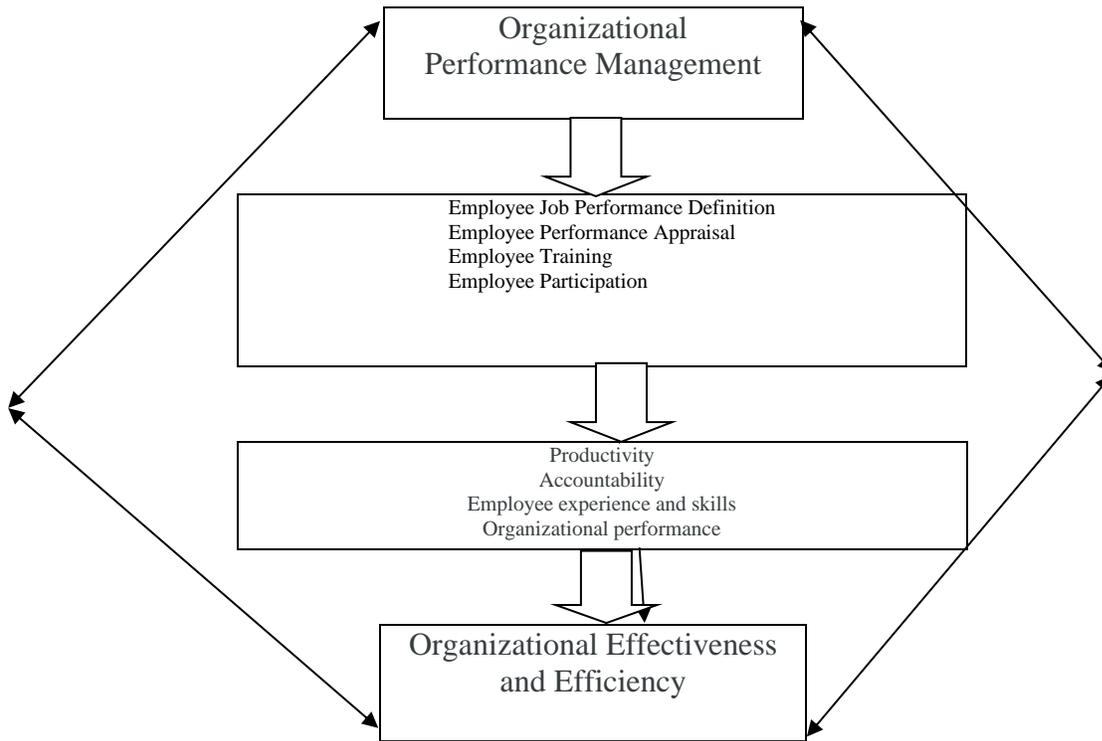


Figure 1: Conceptual framework: researcher's model

This conceptual framework is formed based on the relationship between independent variables, dependent variables and indicators of the organizational effectiveness.

3.3 Evaluation of Data

The data of this study has been empirically reviewed and evaluated. The data source used is harvested from previous scientific research conducted before with a focus in the similar area based on desktop literature review and the entire data is treated as secondary data from validated sources. The evaluation of data used the elements of performance management as the key units of analysis in this study. The key element units of analysis in this study therefore are: Employee Job Performance Definition; Employee Performance Appraisal; Employee Training; and Employee Participation. These variable elements are evaluated on how they influence the behaviors or changes in the elements of organizational effectiveness indicators such as: Productivity; Accountability; Employee experience and skills; and Organizational performance. The result of the evaluation has been informed by the findings of the relevant scientific research done before with a focus on the same study.

Chapter four: Findings and discussions

4.1 Employee Performance Appraisal and Organization Effectiveness

Generally, as a critical part of a performance management system, performance evaluation is geared toward the attainment of performance information that can be used for administrative and development purposes towards effectiveness attainment (Buckland, 2015). Other researchers also assert that Performance appraisal is the analysis of the failures and successes of employee, weakness and strength of personal, and suitability for progress or more training (Ebrahim, 2002). Employee performance appraisal in the organization is therefore defined as the systematic evaluation of the employee performance based on comparing pay and targets and to understand abilities for further growth and development (Jaber, 2007).

Actually, the main aim of performance appraisal of employee is to identify and assess strengths, potentiality, provide feedback, and serve as a basis of influencing working and employee habits in the working environment for purposes of attaining goals of the organization which is effectiveness (Kelly, 2008). Likewise, the goal of adopting employee appraisal in the organization is to guide and motivate employees' activities in line with the organization objective leading to creation of organizational performance-effectiveness.

Within the human resource management of the most organizations, there are a number of scientific approaches of evaluating certain elements as specific activities and tasks involved in the employee performance appraisal that create impact and effectiveness in the organization. Such elements and processes that get evaluated to establish the employee

performance in the organization includes; defining goals and objectives; continuous assessment feedback; self-evaluation; compensation and rewards evaluation; and performance improvement (Ibrahim, 2007). These processes are executed by applying such tasks such as: establishing performance standards; communicating standards; measuring performance; comparing and discussion of appraisal with employees (Williams, 1997).

4.2 Analytical Relationship between Performance Appraisal and Effectiveness

Several people have conducted quite a number of studies in the area of determining the relationship between performance appraisal and organizational effectiveness. Performance appraisal is actually one of the human resource management and development practices that have attracted extensive interest and attention of academicians as an essential aspect of organizational effectiveness (Fletcher, 2001). One candid and scientific research by Charles Akomea (2017) sought to evaluate the relationship between performance appraisal and organizational effectiveness through a comparative analysis of public and private organizations within the Kumasi Metropolis (Cardy, 2004).

The study adopted the comparative research design to examine differences and similarities in performance appraisal system, uses, effectiveness of performance appraisal, and the effect of performance appraisal system on organizational effectiveness. The study also employed the mixed research method to collect data for the study with Sample size for this study as 92 that was interviewed. The findings showed that both public and private sector organizations use performance appraisal systems to obtain several benefits (Chales, 2017).

Specifically, the analysis findings for this study established that performance appraisal systems improve goal-setting with the organization; it enhances communication and information flow among subordinates and their superiors; it also improves decisions regarding employee recruitment, training and motivation, as well enhancing the efficiency and effectiveness of the employees by determining their strengths and weaknesses and how well they achieve set goals (Chales, 2917). Finally, this study concluded that performance appraisal system positively and significantly predicted organizational effectiveness.

4.3 Employee Training and Organization Effectiveness

Employee training is defined as a factor of enhancing the present or future performance of employee through increasing their ability to perform via learning or changing their attitude that lead to increase their skills, experience and knowledge (Conti, 2005). Training is also related to the increasing effectiveness of the organizations as it eases the development of knowledge and skills required for the firm (Shipton, 2005). Training is also important since it enhances the capabilities of employees. Recent researches reveal that training enables most organizations meet their goals and objectives and in doing so, employees are able to learn new work concepts, refresh their skills, improve their work attitude and boost productivity (Cole, 2002).

Training is one part of Human resource management practices that help employees in developing and building their competencies (Gritz, 1993). Human resource management has new training strategies and also new attitude that has influence on employee's behaviors to achieve

organizational goals (Collins 2003). In the human resource management frameworks, there are organization training components that improve the organizational performance and directly link to effectiveness.

A number of activity tasks which align to the improvement of organizational employee skills and experience with an impact on effectiveness are such as: assessment of the employee training needs; aligning training to organizational goals; setting goals and tracking the right training metrics; creating ideas that draw employees into learning new skills; and consistently marketing the training needs (Cheng, 2009)

4.4 Analytical Relationship between Training and Effectiveness

A number of scientific studies have been conducted before to ascertain how training as a component element of performance management influences or help in achieving organizational effectiveness and efficiency. In a research report by Isaac Kerich (2018) on Safaricom company limited Kenya with an aim to determine the relationship between performance management on human resource output in organization, the study assessed elements of performance management such as training, reward, and appraisal and determined how these elements contribute to the achievement of effectiveness and efficiency in organization (Kerich, 2018).

This research adopted descriptive research design and interviewed 58 respondents. The conclusion of the report based on findings of the analysis indicated that training improves skills and experience of employees and this has significant influence on the employee productivity which in turn

influences the productivity of the organization in terms of effectiveness and efficiency. The analytical relationship between employee training and organizational effectiveness indicate that training as a component of performance management has a significant role in in achieving organizational effectiveness and efficiency in organizational management by increasing the productivity to the organization

4.5 Employee Participation and Organization Effectiveness

Employee participation is defined as a process for empowering employees to participate in managerial decision-making and improvement activities appropriate for their levels in the organization (Abdulkadir, 2012). Employee participation has been a focal point of other management fields as well. It has been viewed as one of the most effective problem solving and process to improve principles of organizational performance (Kees, 2002).

Zacharia in his argument in his publication titled “employee involvement” book, state that that the goal of adopting the employee participation in enterprise is to create long-term commitment, a new way of doing business, and fundamental change in the organization and employee culture (Zacharia, 2012). He goes further to argue that organizations may also elicits employees' participation by giving them the situation for solving the problems and to participate in decision-making process to effect on their work.

Qureshi in addition again explains that employee participation shows the degree to which employees can insert values into their work as an input and the degree to how the firm can use these input values (Qureshi, 2010).

Employees participation may allow for better discovery and utilization of local knowledge in the organizational, particularly when there are incentives in place that foster such discovery.

4.6 Analytical Relationship between Participation and Effectiveness

Generally, employee participation and engagement in the organization can be defined as the commitment employees feel towards their work and organization, the amount of passion that employees have for their work to contribute to the organization's success (Kibichi, 2016). Engaged employees are always often step ahead on other people in this respect. They can see for themselves what can be done better and they take the initiative to make changes and may always have an enormous influence on the organization's performance (Kipsegerwo, 2016).

Jet Mboga (2018) conducted an empirical study to examine the influence of various factors on employee engagement among customer service employees that work in multiple customer service sectors in the United States, the research adopted quantitative research design, a Likert scale survey was used with statistical analysis on a sample of 262 participants as correspondents from customer service sectors that included: transportation, banking, athletics, childcare, insurance, hospitality, information technology, and administrative assistants from Northern New Jersey and Philadelphia, Pennsylvania (Mboga, 2018).

The factors explored to examine the influence on worker engagement and participation included work environment, relationship management, employee engagement, and career development. The conclusion of this

research based on the finding analysis is that employee engagement and participation in the management as a model within the performance management significantly improve the organizational productivity and general efficiency (Mboga, 2018). On the other hand, the general problem is that non-engaged employees in the workplace contribute to low performance rates and lack of goal achievements in the workplace.

Therefore this study can be confidentially used to generalize that Employee engagement is the driving force of the organizations success and organizations that have pitiable employee engagement have experienced extensive employee turnover, high production and efficiency, while non participation of employees decrease in consumer loyalty, decline in stakeholder value, and an ultimate detriment to their organizational success.

This study critically reviewed and examined organizational performance management variables such as: Employee Job Performance Definition; Employee Performance Appraisal; Employee Training; Employee Participation and how they help to achieve organizational effectiveness and efficiency based on how they help influencing organizational effectiveness indicators such as productivity, employee skills and experience, accountability and organizational performance.

4-7 Conclusion and recommendations

Based on the empirically reviewed secondary data evidence, the study concludes that performance management elements reviewed under the study help to achieve the organizational effectiveness and efficiency by significantly influencing the positive improvement on the indicators of organizational effectiveness such as productivity, employee skills and

experience, accountability hence the study concludes that there is significant relationship between the performance management and organizational effectiveness and efficiency.

Performance management, as we have seen, is of great importance in transforming institutional strategies into results. Nowadays, it is no longer seen as an objective but as a strategic management tool in the public sector. It then becomes increasingly important to put in place an original performance management system that will help public administration organizations to achieve their strategic visions and objectives. Employees are the main factor in improving efficiency. For this reason, they will embrace their work and do their best to achieve their goals when they are aware of what is expected of them and, more importantly, when they participate in shaping their goals. The importance of performance management and performance-based evaluation in contributing to both self-improvement and the effectiveness of an organization and administration is accepted in many fields today. In this sense, appraisal is an administrative operation that is used for the purpose of objectively determining the employee's success at work and improving the person and the organization together. The administration will ensure that the work is carried out as efficiently as possible and define the activities of the employees on behalf of the organization.

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