

## Literature review on effectiveness of performance appraisal system

Performance Management Otley (1999) maintains that the measurement of the performance of an organisation has long been an area of considerable interest to the management accounting researchers. The reason behind this is quite simple as performance measurement and its management can enable organisations to continually improve their performance there by enhancing competitiveness (Flapper et al. 1996). Lebas (1995) argues that the existence of management could be hard without measurement. Consequently it is argued that performance management function should be given strategic significance (Kloot and Martin, 2000). Even though performance management sound as a simple term, researchers argue that it is difficult to define performance (Lebas, 1995; White et al. 2003). However Flapper et al. (1996 p. 27) define performance as "the way an organisation stands a better chance of monitoring its performance. It can be noted that with increased competition, many companies have introduced multiple techniques, methods or management philosophies to facilitate improved organisational performance (Kagioglou et al. 2001) such as TQM, Kaizen, performance management tools of an organisation, it is vital to discuss on related terms as well. An analysis of the is used in the same sense as performance measurement is basically a closed loop control system which enables a company to obtain feedback from different levels which can then be used for improving performance measurement is basically a closed loop control system which enables a company to obtain feedback from different levels which can then be used for improving performance measurement is basically a closed loop control system which enables a company to obtain feedback from different levels which can then be used for improving performance measurement is basically a closed loop control system which enables a company to obtain feedback from different levels which can then be used for improving performance and guide performance in manner which optimally supports the achievement of organisational objectives. On the other hand, performance measurement system is basically an information system which lies at the heart of the performance measurement system. performance management system of an organisation can consist of a number of performance measurement tools. Thus it can be concluded that performance measurement is a holistic function which is composed of the various performance management as "all the processes, information and systems used by managers to set strategy, develop plans, monitor execution, forecast performance, report results, and make decisions". The holistic nature of performance management in previous studies state that performance management systems are concerned with three main aspects namely defining, controlling as well as managing the achievement of targets or standards of performance set for processes or systems, at a societal or organisational level rather than at an individual level. Walters (1995) maintains that performance management is concerned with directing and supporting employees to work as efficiently and effectively as possible according to the expectations of an organisation. For an organisation to achieve this, it should provide job satisfaction, develop commitment and perceived psychological contract with its employees (Kagaari et al. 2010). According to Armstrong (2000) it is through making each employee accountable for his or her action that performance management achieve its objectives. The objectives of performance management are tied to the objectives of the organisation and as such the performance measurement tools which are used in a performance measurement system should be designed accordingly. Towards this both organisation as well as employees contributes towards the determination of standards, monitoring of progress as well as development of performance. This mutual obligation can be explained with the help of agency theory. As per this theory, one party (principal) delegates responsibility for the performance of a specific set of actions to another party (delegates). The main assumption of agency theory is that humans in general are self-interested and as such there can be differences in the interests and attitudes and agents attive agents attive agents and attitudes and agents attive agents management is not just about improving productivity of employees. Rather a holistic approach forms the basis of performance management system is to ensure that employee satisfaction, commitment etc. are not compromised. Employees in an organisation for profit may expect their efforts to be rewarded financially while employees in not for profit or voluntary organisation may want recognition and opportunity to alleviate the pain of people or to help them. Further, organisations of present are under increasing pressure to continuously improve overall performance rather than just economic performance. The developments in the area of triple bottom line sustainability (economic, social and environmental) (Gimenez et al. 2012) demand organisations to incorporate sustainability in all its operations and this inevitability demands tighter control of the entire operations of an organisation. Thus performance measurement as well as management is required in order for an organisation to manage and continuously improve its performance. Performance measurement facilitates through setting and approving of goals and targets and reviews the performance management is increasingly used by care homes in UK as well, as like any other sector performance management enables managers to obtain a clear sense of what are the levers of performance which are important, as well as restraining, encouraging or qualifying enthusiasm based on the objectives of an organisation, it can be assumed that performance management and HR together can play a significant role in the success of an organisation. Managing employee performance comes under HR and as such performance on organisational performance in general (Boselie et al. 2001; Wright et al. 2003). Application of performance management in HRM requires an organisation to align its HRM practices in a manner which optimises current as well as future employee performance (den Hartog et al. 2004). Roberts (2001) maintains that this can involve the use of the right kind of reward strategies, training and development, feedback and communication, other performance management interventions and even the management of culture. As more and more organisation are becoming convinced of the strategic role of HRM and the use of High Performance Human Resource Management (HPHRPs), which are intended to improve the skills, motivation and involvement of employees, (Mitchell, Obeidat and Bray, 2013), performance management can act as a framework towards the alignment of these practices through the participation of the concerned stakeholders such as line management principles Taylor (1911). With the discovery of enhanced manufacturing facilities along with the dominance of service industry (Yasin, 1994), the relevance of scientific management principles are increasingly questioned. Involvement of employees is increasingly sought after to enhance creativity and organisational innovation which improve organisational competitiveness (Freeman and Kleiner, 2000). As scientific management principles restrict employee involvement, empowerment and creativity, it can impede innovation and thereby organisational competitiveness. Thus the modern performance management systems should be ensured (Roberts, 2001) and improved on a continuous basis. Thorpe and Holloway (2008) mention of the integration of performance management measures on an ongoing basis leading to major cultural change which facilitates improved organisational performance is achieved through the effective deployment of human resources leading to the creation of powerful competitive advantage (Barney, 1991). Wright et al. (2001) maintain that RBV has influenced the field of strategic human resource management in significant ways since humans are the most important resources of an organisation (Wright et al. 2001). Rightfully then, HRM and performance management are two of the areas that can significantly influence the performance of an organisation if the concerned policies are properly integrated. The objective of HPHRPs is to improve the skills and motivation level of employees and thus there could be a constellation of such practices in an organisation which can be brought under the performance improvement umbrella. This is evident from the statement of Harte (1995) that PM is a process that establishes a shared understanding about the objectives to be achieved, the approach for management however cannot be mentioned as specifically related to HR. This is evident from the discussion of performance management in the earlier paragraphs as performance management is a holistic approach and it should be so in order to effectively manage the performance of an organisation. According to Holloway (2002) if resources and its management are the key aspects of improving and sustaining competitive advantage, then performance of an organisation. objectives in this direction. Specifically with regard to HRM, Armstrong (2002) maintains that performance management is a mode of getting better results from individuals as well as from organisations through the creation of agreement of objectives, skills, work and personal development plans etc. where in the focus lies in development and motivation. The imperativeness of the management of the performance of human resources becomes evident from the statement of prominent authors such as Guest (1987) explaining HRM as a function which can make strategic contributions. When a function is argued to have considerable influence on business performance and thereby can be considered as one of strategic significance, then it is beyond doubt that effective measurement and management of the different aspects associated with that can inevitably result in improved organisational performance. Dyer and Reeves (1995) maintain that performance such as productivity, quality, efficiency etc. and HR related outcomes such as employee satisfaction, commitment etc. However deciphering the specific contribution of HR on financial performance can be quite problematic as profit is the outcome of interaction of a number of organisational functions like marketing. This means that the performance indicators associated with HR practices should be far more proximal with regard to the actual effect of HR practices such as changes in motivation, employee commitment, trust etc. and the subsequent effect of those on performance outcomes of an organisational commitment etc. play a pivotal role in the quality of work life of employees, there is absence of relevant measures and this is particularly the case with blue collar jobs. Later studies also mentioned of the difficulties in measuring a construct like motivation due to the absence of dialogue between the examiner and examined (Osterakar, 1999). Another issue with the measurement of the difficulties in measuring a construct like motivation due to the absence of dialogue between the examiner and examined (Osterakar, 1999). measure performance outcomes of HR practices after the period of its execution and thereby predicting past performance. Thus the majority of studies failed to demonstrate casual relationships (Wright et al. 2005). Linking HR practices performance. outcomes to past performances as well as its impact on subsequent performance is what is needed. Through the greater use of objective and subjective performance measures and HRM practices, organisations are in a position to reduce labour turn over, improve profits but not higher productivity. Wright et al.s' (2005) study failed to identify whether application of HRM practices results in higher organisational performance. Thus the discussion so far has clearly outlined that the impact of HR practices on organisational performance of an organisation. The issue however lies in specifically identifying the role HR played in the improvement in overall organisational performance such as improvement in profit. This study is more concerned with the various performance measurement systems in UK revealed that they mainly pertain to the implementation and the various approaches or concepts used in the public sector (Kloot and Martin, 2000). This is mainly because of the accountability public sector organisations are expected to demonstrate and the use of performance management tools help companies in this direction. Irrespective of whether performance management system is used in the public or private sector, or whether they are applied on HRM or other operations of an organisation, what really matters is that evaluation should not be just limited against predetermined standards but continued improvement system characteristics which is given below: Source: Toni and Tonchia (2001) The three stages of performance management system can be identified namely formalisation, integration with and utilisation. These three stages should remain dynamic based on the changes in the business environment of an organisation. Since the changes in the business environment of an organisation with and utilisation. changed requirements should also be reflected on the performance management systems; the way they are formalised, integrated and utilised. Toni and Tonchia (2001) maintain that PMS to be innovative, it should be value based, customer oriented and team oriented. These changes in fact are the result of changes in business environment. For example, team functioning is encouraged more in service organisations where innovativeness help in the creation and sustenance of competitive advantage (McClurg, 2001). Further concepts like TQM specify the use of teams in improvement is one of the most critical elements aspects in improving outcomes of social service users as well as carers (Care Council for Wales, 2012). The following is a discussion on the performance management tools organisations use vary widely and as such it is difficult to pinpoint previous studies which discuss of all the possible performance management tools. However some of the commonly used tools are discussed in the following sections: Performance Appraisal Klimoski and Inks (1990) maintain that performance appraisal is considered as the primary mechanism through the level of individual performance of an employee is improved. Ilgen and Feldman (1983) performance appraisal system basically has three interacting systems or stages namely organisational context, the information processing system can negatively affect the ability of the system to produce accurate, unbiased and reliable assessment of individual performance and behaviour. Fletcher (2001) states that performance appraisal was once a very simple process where in an annual report of the performance of an employee is undertaken by the line manager through an appraisal interview. However performance of an employees is undertaken with the intent of developing their skills, competencies and performance appraisals should be undertaken for each employee. However most managers consider these interviews as distasteful and as such they could shirk this responsibility if some sort of administrative constraint is not in place. In order to enhance the effectiveness of performance appraisal identifies seven major issues namely direct bias, indirect bias, competency, devolution, authoritarianism, information collection is that the use of tools like 360 degree feedback allows for anonymity which may be taken advantage of by some managers. In order to properly devolve performance appraisal, line managers should be involved in the design and line managers at a performance appraisal even though has evolved over the years still have a number of issues to tackle in order to improve its effectiveness as a performance measurement tools. Balanced Score Card (BSC) Lipe and Saltero (2000) maintain that balanced score card as a performance measures of business unit performance. Kaplan and Norton (1992) developed the balanced score card with a diverse set of performance measures which includes financial performance. Kaplan and Norton (1992) developed the balanced score card with a diverse set of performance measures which includes financial performance. well as growth activities. Inamdar and Kaplan (2002) state that BSC is introduced by several health care executives and they outline that the use of BSC in health care executives and thealth care executives and thealth implementation of a strategy Facilitates the setting up of communication and collaboration mechanismPerformance at all levels are made accountableContinuous feedback on strategy is ensured and enables effective adjustment according to market place and regulatory changes. This reveals that like any other performance management measure, BSC should also be aligned with the strategy and it can be assumed that strategy is created based on the mission, vision and values of an organisation. The involvement of workers is indispensable for the effective implementation of BSC as evident from the figure below: Source: Inamdar and Kaplan (2002) Kaplan and Norton (1996) state that clarity and consensus of strategy is inevitable for the successful implementation of BSC along with other factors such as alignment of personal and departmental goals to such a strategy and linking of strategy and linking of strategic objectives to long term targets and annual budgets. It can be argued that this integration is in fact indispensable to avoid conflicting and ineffective outcomes of performance measures with organisational strategy and long term objectives. Norreklit (2000) also argues for the coherence between performance measures in order to ensure that whether a relevant phenomenon match or complement each other. The following figure shows the components of BSC and how they are linked in enabling to achieve change. Source: Kaplan and Norton (1996). The need for linking strategy with personal and departmental goals is apparent from the figure above. As can be assumed, lack of establishing proper integration can inevitably affect employee productivity, organisational directiveness and ossociated initiatives and measures for them can help in improving performance. Further employees should be involved in the process of achieving long term objectives (Mooraj et al. 1999). Supervision Ipe (2003) maintains that in a highly companies and supervision is one of the ways by which human capital is developed in the workplace. Supportive supervision is considered to play a vital role in enabling employees to perform at their optimal levels (Rhoades and Eisenberger, 2002). A study analysing the role of supervision in child welfare practice (Rycraft, 1994). According to Gibbs (2001) supervisor's play the role of messengers delivering positive messages to improve the self-esteem and efficacy of workers. Besides, supervisors act as a bridge between executive management and the front line workers. Besides, supervisor's play the role of messengers delivering positive messages to improve the self-esteem and efficacy of workers. supervision has the above mentioned advantages, a literature search on employee supervision and supervision are generalised hierarchical abuse, petty tyranny, workplace bullying, supervision aggression and supervisor undermining, and negative mentoring experiences (Tepper, 2007). These findings reveal that supervision should be undertaken in a well organised and employee friendly manner. This is absolutely important to make sure that supervision serves its real purpose of facilitating employee friendly manner. The involvement of line managers in the development of human resource management practices is well documented (Guest, 1987; Storey, 1992). Front line managers can play a pivotal role in effectively implementing HR policies. However it is argued that there is a gap between what is formally required in HR policy and what is delivered by front line managers (Purcell and Hutchinson, 2007). If intended practices are different from what is actually implemented, then it can have a negative effect on the outcome of the practices, it is inevitable that line managers are involved in the process of development of practices as they are in a much better position to understand whether the practices are can be effective and what are the possible issues employees and the in plementation and execution process. Line managers significance in the success of performance appraisal is noted by Redman (2001) that performance appraisal is often done poorly by line managers and it is their most disliked managers and it is their most disliked managers play a pivotal role as employees are reluctant to be participative where middle management resistance is high (Fenton- O' Creevy, 2001). It can be assumed that when contribution of employees towards decision making can have a significantly positive effect on the performance of an organisation in the form of innovation (Klein and Sorra, 1996), lack of line management support can have a substantial effect on the ability of an organisation to respond to changes and remain innovative. Research also found that line managers are reluctant to get involved in grievance and discipline procedures when compared with their HR counterparts. However it is also argued that the complexity of work involved and the exposure of the line managers' shortcomings might prevent them from participation in those meetings (IRS, 2001). This shortcoming of line manager performance can be the result of poor performance management measures or the absence of the right kind of mechanism to constrain the unwanted behaviours from the line managers. Instruments like 360 degree feedback if designed and implemented appropriately can to an extent help in tackling these issues. Even though the role of line manager or support of line manager in performance management is specifically undertaken in this section, in fact their role is implicitly and explicitly evident in all the performance management and employees. Communication of expectations and goals of the top management and supporting employees in their performance and wellbeing are some of the mos important functions of a line manager. Due to this reason they can make considerable contribution in forging a good relationship between the top management and measuring contribution. Yiannis et al. (2009) maintain that rewards that are linked to personal development or appraisals in the form of payments can be counterproductive. They further add that in order for reward system to function effectively, it should be based on the overall management style of an organisation and should reinforce and support the behaviours that are desired of employees. This statement clearly points to the need for the proper alignment of mission, vision, values etc. to the departmental and personal goals. It further points to the role performance measurement can play along with effectively reward management in reinforcing certain kinds of employee behaviours which contribute towards sustainable competitive advantage. Conclusions The objective of this literature review was to provide a foundation for conducting the primary research. Towards this the role of performance management pertaining to HR practices needed to be disclosed. To meet that goal, literature review on performance management is an area of considerable significance in ensuring sustainable organisational growth. This function has great significance as far as HR practise are concerned as humans are the most important resources of an organisation and their effective management is pivotal in the achievement of organisational objectives. A number of performance measurement tools could be found in literature. This study discussed about performance appraisal, balanced score card, supervision and the role of rewards and line management in the effective achievement of performance management goals. Performance appraisel have developed over the vears and added new features improving the effectiveness of the tool. However previous studies show that the instrument needs to get more support from appraiser and the confidence of the appraise on the instrument can influence the outcome of the appraisal. Balance Score Card is gaining immense significance as a strategic performance measurement tool. It covers a number of areas such as customer relations, financial performance etc. which makes it tool a highly valuable performance management instrument. However BSC alone cannot help in improving performance. Rather areas of improvement should be specifically delineated and specific measures towards that should be initiated. Supervision is an area of immense importance as it can directly affect employee performance. However abusive supervision is the main concern here and the creation of the right kind of constraint mechanism pertaining to the management of the behaviour of supervisors can help towards this. The role of line managers/managers in performance management is evident throughout the discussion of the performance measurement instruments. They can be the vital force that helps an organisational objectives. Rewards when properly tied with the top management objectives/mission/vision etc. with performance management can help in the development and reinforcement of certain kinds of employee behaviours which contribute towards the achievement of organisational objectives. Thus overall, the literature review made evident that performance management is an area of considerable management significance and this is also applicable in the case of HRM. References Armstrong, M. (2002) Employee Reward, 3rd Edition (London: Charted Institute of Personnel and Development, 2002) Armstrong, M. (2000) Performance management: Srd edition. John Wiley and Sons. New Jersey. Barney, J. (1991) Firm resources and sustained competitive advantage. Journal of Management systems: an audit and development guide. The TQM Magazine. 9 (1) pp. 46- 53 Boselie, P., Paauwe, J., Jansen, P. (2001) Human resource management and performance: lessons from the Netherlands. 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