

A blue ballpoint pen with a silver-colored tip is positioned diagonally across the upper left portion of the image. The pen is resting on a document that features a bar chart with several blue bars of varying heights. The background is a light blue color with a subtle grid pattern. The text 'Performance management' is overlaid on the image in a black, sans-serif font.

Performance management

MGR. DAGMAR HALOVÁ

Organisation of classes until the end of the semester

16.4.: HR Management (Performance management, employees well-being)

22.4. - 26.4.: International Week --> no classes

29.4.: HR Management (Rewards and feedback, Termination of the job, Technologies in HR)

6.5: HR Management exam (multiple choice test + exam)

7.5.: Innovation management (Methods of innovation management, Integration of processes and learning, Risk management)

May: Innovation management exam

Homework discussion

Today's topic

Engagement

**Performance
management**

Engagement

ENGAGEMENT REFLECTS A STATE IN WHICH PEOPLE ARE COMMITTED TO THEIR WORK AND ORGANISATION AND ARE MOTIVATED TO ACHIEVE HIGH LEVELS OF PERFORMANCE

The concept of employee engagement



Intellectual engagement

Thinking about work and striving to improve it,



Emotional engagement

Feeling good about the work and the results,



Social commitment

Actively take opportunities to discuss work-related issues and improvements with co-workers.

Social exchange theory

Saks (2006) believes that one-way individuals can give back to the organization is through their engagement. In other words, employees will choose to engage to varying degrees and in response to the resources they receive from the organisation.

Components of employee engagement

Engagement and dedication

- The concepts of commitment and engagement are closely related in an organisation.
- Emotional commitment (i.e. emotional attachment to the organisation, identification with and involvement in the organisation)

Engagement and motivation

- Commitment is linked to intrinsic motivation. Macey et al. (2009, p. 67) stated, "It is said that when work is meaningful, it is also motivating. That is, it is not the pay or recognition that elicits the positive feelings associated with engagement, but the work itself." They further stated that engaged employees "feel that their work is an important part of who they are."

Engagement and civic behaviour in the organisation

- Goes beyond the call of duty and promotes the effectiveness of the organisation. It is voluntary behaviour that is not directly rewarded through the formal reward system.
- It is determined by the work situation rather than individual dispositions.

Engagement and job satisfaction

- Job satisfaction as "a pleasant or positive emotional state resulting from appreciation of one's work and work experience". Engaged employees are more likely to be satisfied than dissatisfied with their jobs.

Drivers of employee engagement



The stimulating nature of the work

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Work is stimulating if it is sufficiently interesting, responsible and challenging. Such work increases engagement because it creates opportunities for achievement and personal growth.



Work autonomy

action and decision-making, allowing employees to plan work and determine workflow. Autonomy gives employees a sense of ownership and enables them to take responsibility for the work



Diversity of work

Work diversity allows employees to perform different activities or use different skills.



Feedback

Employees are given immediate and clear information about their level of performance.



Adaptation

the work environment (work, organization, supervisor, co-workers, etc.) that enables the individual to behave in a way that is consistent with how the individual perceives or wants to



Opportunities for development

These opportunities make work more meaningful because they open up avenues for growth and self-fulfilment for employees.



Rewards and recognition

Represent direct and indirect recognition of the time that employees have invested in their job roles.

Engagement results

Reducing absenteeism and increasing staff stability,

Increasing staff effort and productivity,

Improving quality and reducing errors,

Increase sales,

Increase profitability,

Increase customer satisfaction and loyalty,

Faster growth,

Higher probability of success.

Increasing employee engagement

Line managers

Ensure that employees are aware of their individual strengths;

Provide continuous feedback to employees on how they are using their strengths;

Ensure that employees are able to do what they do best;

Build trust by demonstrating commitment to employee success;

Encourage employees to develop their distinctive strengths;

Focus on employees' specific knowledge and skills to develop their talents;

Give employees a sense of ownership and ownership of their results.

Creation of job positions

Macey et al. (2009, p. 69) stated, "People go to work because work provides them with an income, but they are engaged at work because the work they do is meaningful."

Intrinsic motivation and thus increased engagement can come from the work itself if the work is stimulating and creates opportunities for achievement and fulfilment.

According to Robertson and Smith (1985) the goal should be to influence: 1) the diversity of abilities, 2) the identity of the work, 3) the meaningfulness work, 4) work autonomy, and 5) feedback

Education and development

The learning and development strategy should include career development opportunities and define the necessary guidance, support and encouragement for individuals who want to fulfil their potential and achieve a successful career in the organisation in a way that matches their skills and aspirations.

People should also be given the promise of a sequence of training and development activities to give them the knowledge and experience to handle whatever level of responsibility they can achieve given their abilities.

Rewards

A well-designed and implemented reward system (in particular, a total reward system based on monetary and non-monetary rewards) can support the creation and improvement of employee engagement.

While an inappropriately designed and implemented reward system can limit employee engagement.

Increasing engagement in the organisation

Control aimed at a high level of involvement

- High-involvement management means treating employees as partners whose interests are respected. It also means giving employees a voice.

Employee voice

- Allow employees to communicate their concerns to management
- Applying shift theory

The "Big Idea"

- The most successful organizations had what is known as a "big idea," that is, "a clear mission based on values and cultures that express what organizations are and how they approach their customers and employees."

Work environment

- Increasing engagement in an organisation through the work environment means creating a culture that encourages positive attitudes towards work, fosters interest and enthusiasm, reduces stress and recognises the importance of social interaction. For example, at clothing company Lands' End, they believe that employees who enjoy work, who are supported and developed at work, and who feel satisfied and respected at work, provide the best service to customers.

Work performance management

AGUINIS (2005, P. 2) STATED, "PERFORMANCE MANAGEMENT IS THE CONTINUOUS PROCESS OF IDENTIFYING THE MEASUREMENT AND DEVELOPMENT OF INDIVIDUAL AND TEAM PERFORMANCE AND LINKING PERFORMANCE TO THE STRATEGIC GOALS OF THE ORGANIZATION." THE BASIC COMPONENTS OF JOB PERFORMANCE MANAGEMENT ARE AGREEMENT, MEASUREMENT, FEEDBACK, POSITIVE REINFORCEMENT, AND DIALOGUE.

Definition of performance (work performance)

Performance means both behaviour and results. Behavior comes from the individual and transforms performance from abstraction to action. Behavior is not only a tool for achieving results, it is also a result in itself-it is the product of the mental and physical effort expended to accomplish tasks-and can be considered separately from results.

Performance is the result of three determining factors:



Declarative knowledge concerning certain facts and things;



Procedural knowledge and skills concerning how certain things are done;



The motivation to act, to make an effort and to persevere

Theoretical foundations of work performance management



Goal Theory

Four mechanisms that link goals to performance outcomes: 1) they focus attention on priorities; 2) they stimulate effort; 3) they encourage people to use their knowledge and skills to increase their chances of success; 4) the more stimulating and challenging the goals, the more people use all their abilities.



Control theory

Control theory focuses attention on feedback as a means of shaping behavior. When people receive feedback regarding their behavior, they gain the ability to become aware of the difference between what they are doing and what they are expected to do, so that they can take some corrective action to close the gap. Feedback is considered a key part of the performance management process.



Social cognitive theory

This theory suggests that what people believe they can or cannot do significantly affects their performance. Developing and reinforcing positive self-confidence in employees is therefore an important goal of job performance management

The purpose of performance management in four areas:



1. Strategic communication

Communicating to employees what it means to do a good job.
What it means to do a good job and what it entails.



2. Building relationships.

Strengthen working relationships by regularly bringing managers and employees together to review results.



3. Developing employees

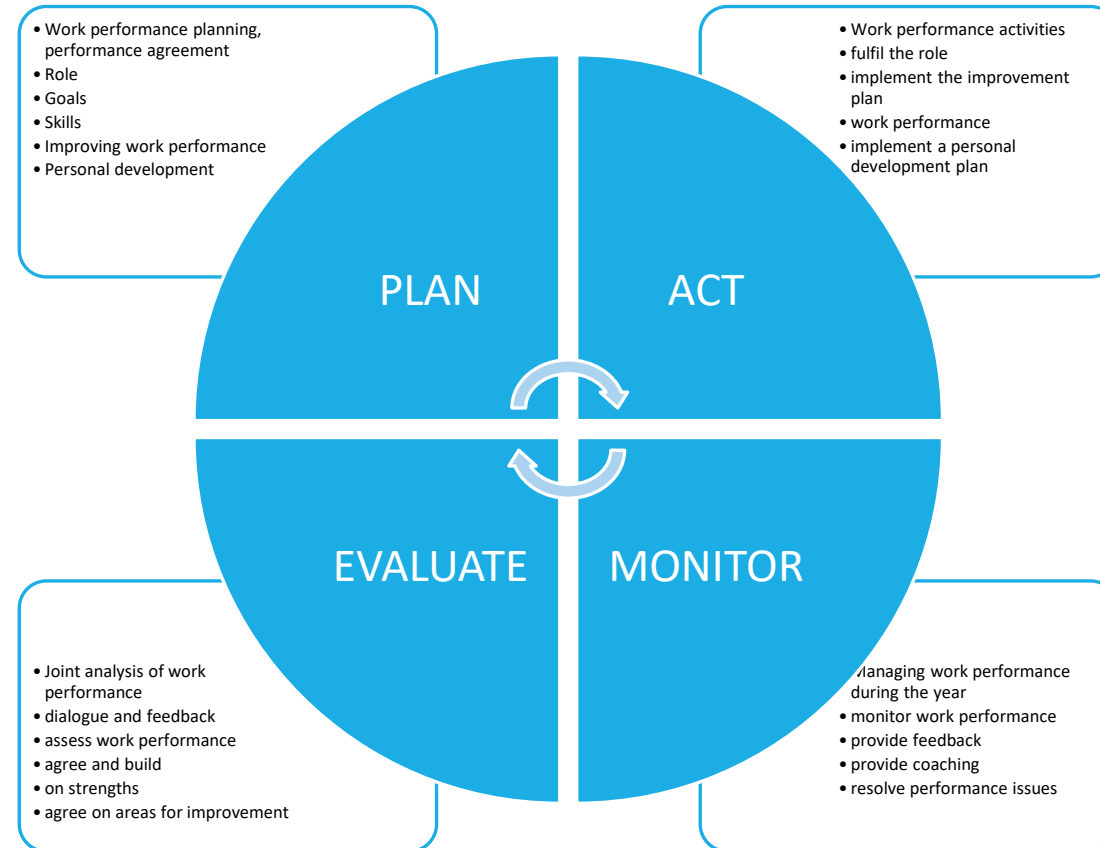
Provide feedback to employees on their performance as a basis for joint analysis of strengths, weaknesses and opportunities for improvement, as well as for the establishment of a personal development plan and a training contract.



4. Employee appraisals

assess staff performance as a basis for decisions on redeployment, reassignment, promotion or performance-related remuneration.

Work performance management cycle



Jones et al
(1995) defined
the expected
benefits of job
performance
management as
follows:

To communicate a shared vision within the organization so that it helps to promote and support appropriate management and leadership styles;

Define individual requirements and expectations for all employees, especially in terms of the inputs and outputs expected of employees, to reduce confusion and misunderstandings;

Provide a framework and environment for teams to develop and achieve success;

Create a climate and systems that encourage reward and communication about how

How improved performance could be achieved from a people and organisational perspective;

Helping people to manage ambiguity.

Summary

What have you learned today?

Homework

- 1) Were employees engaged in your organisation? Why?
- 2) How did work performance management work in your organisation?

Thank you for your attention

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