1. To explain the criteria and types of work performance.

2. To explain concept and theories of work productivity and performance.

3. To explain the implications of the work performance appraisal upon organisation and workers.
INTRODUCTION

- Work performance and productivity – as indicator of workers’ attitude and behavior towards their job.
- I/O psychologists must often identify the criteria of effective work performance.
- The success of any organisation is directly related to the performance, productivity and commitment of its employees.
PERFORMANCE

- Action or behaviors relevant to the organisation’s goals; measured in term of each individual’s proficiency.
- Performance is a behavior.
- A process whereby an individual(s) makes a judgment about the value or standard or another individual’s work performance and/or, an individual makes a judgment about his/her own work performance.
Performance can be observed and measured, and appraisal should be done within the first 3 months of service.
PRODUCTIVITY

- The ratio of effectiveness (output) to the cost of achieving that level of effectiveness (Mahoney, 1988).
- Effectiveness is the evaluation of the result of performance. The variation in a measurement of effectiveness is often controlled beyond the action.
- A profit margin is an example of index of effectiveness.
CONTINUE

THE INTERNET IS BACK!

YES!!!

ALRIGHT PEOPLE. ENOUGH CHATTING AND WASTING PRECIOUS COMPANY TIME! GET BACK TO YOUR WORKSTATIONS AND DO SOME PRODUCTIVE WORK!

AND SO...

#168 - "PRODUCTIVITY TODAY" - BY SALVATORE IOVENE, JUN. 17TH 2009

HTTP://WWW.GEEKHEROCOMIC.COM/
Productivity is Influenced by:

- Planning in workgroups
- Policies and procedures
- Teamwork within workgroups
- Clear responsibilities
- Desire to Stay

Relative Strength: > > > > >

How about if we skip these meetings and start doing some work?

How to improve productivity
Low Team Productivity | High Team Productivity
---|---
**High Positivity/Low Productivity**
- Collegial, Friendship Based
- Lack of Effective Focus
- Insufficient Sense of Urgency
- Change Resistant — Don’t “Rock the Boat”
- Incompetence Tolerated
- Not Results Oriented
- Sense of Connection and Fun

**High Positivity/High Productivity**
- Successful, Fun
- Synchronicity, Flow
- Challenging Goals, Inspiring Vision
- Change Proactive
- Open Communication
- Great Teamwork — “How do we continue to improve?”

**Low Positivity/Low Productivity**
- Atmosphere of Criticism, Blame & Cynicism
- Overwhelm
- No Fun
- Fear of Job Loss and/or Company Failure
- “Firefighting”, Short-term Orientation
- Turf Protection
- One Step Forward; Two Steps Back
- Poor Teamwork

**Low Positivity/High Productivity**
- Focus is efficiency
- “Just Do It!”, Bottom-Line Orientation
- Retention Problems, High Turnover, Burnout
- Guarded
- Clear Objectives
- Driven
- Competitive
• Work performance is synonymous with behaviour. It is what people do and can be observed.

• Work effectiveness is the evaluation of the results of the performance.
  ✓ It is beyond the employee’s control and influence.
  ✓ e.g number of promotion is affected by the availability of job openings.
CAMPBELL’S DIRECT DETERMINANTS OF PERFORMANCE

- DECLARATIVE KNOWLEDGE (DK)
  - Understanding what is required to perform a task; knowing information about a job.

- PROCEDURAL KNOWLEDGE AND SKILLS (PKS)
  - Knowing how to perform a job or task; often developed through practice and experience.

- MOTIVATION (M)
  - Concerned the conditions responsible for variations in intensity, quality, and the direction of ongoing behaviour.
1. Job specific task proficiency
2. Non-job-specific task proficiency
3. Written and oral communication task proficiency
4. Demonstrating effort
5. Maintaining personnel discipline
6. Facilitating peer and team performance
7. Supervision/leadership
8. Management/administration
INDIRECT EFFECT ON PERFORMANCE

- Ability
- Personality
- Interest
- Training
- Experience
- Motivators

These variables can effect performance only by changing the level of DK, PKS or M.
TYPES OF WORK PERFORMANCE: TASK PERFORMANCE (TP)

- A task performance is a goal-directed assessment exercise.
- A proficiency with which job incumbents perform activities that are formally recognised as part of their job.
- It consists of an activity or assignment that is completed by the workers and then judged by the management on the basis of specific job performance criteria.
Borman and Motowidlo (1997): task performance as the effectiveness with which job incumbents perform activities that contribute to the organization’s technical core.

There are also employees engage in several work behaviours that do not fall under the rubric of task performance.

- For instance, they may extend help to their co-workers, deliberately be late to a meeting, or vandalise machinery (Organ & Paine, 1999; Borman & Motowidlo, 1997; Campbell, 1990)
Contextual performance are those behaviors that contribute to the effectiveness of the organization, social, and psychological context that serves as the catalyst for task activities and processes. (Borman & Motowidlo, 1997)

Activities not typically part of job descriptions but support the organizational, social and psychological environment in which the job tasks are performed.
Contextual performance means doing things beyond the simple job performance, such as:

- volunteering,
- putting in extra effort,
- cooperating,
- following rules and procedures,
- endorsing the goals of the organization.
1. Persisting with enthusiasm and extra effort as necessary to complete own task activities successfully.
2. Volunteering to carry out task activities that are not formally part of own job.
3. Helping and cooperating with others.
4. Following organizational rules and procedures.
5. Endorsing, supporting, and defending organizational objectives.
6. Interpersonal facilitation.
7. Job dedication.

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Task performance and contextual performance are two distinct dimensions of behavior at work that can contribute independently to effectiveness outcomes for organizations.

Contextual performance is important because it represents a type of behavior that is largely under the motivational control of individuals.

- As predicted, task difficulty moderated the relationship between contextual performance and effectiveness.
- The results demonstrate that CP DOES contribute to effectiveness in technical domains, such as air traffic control, and highlight the importance of assessing situational factors when assessing performance and effectiveness.
Job performance is behavioral, episodic, evaluative, and multidimensional. It defines job performance as the aggregated value to the organisation of the discrete behavioral episodes that an individual performs over a standard interval of time. Task and contextual activities are different.
A taxonomy of contextual performance containing elements of organisational citizenship behavior and pro-social organisational behavior.

It uses the distinction between task and contextual performance to begin to identify and define underlying dimensions of the behavioral episodes that make up the performance domain.
The theory predicts that individual differences in personality and cognitive ability variables, in combination with learning experiences, lead to variability in knowledge, skills, and work habits that mediate effects of personality and cognitive ability on job performance.
• An especially important aspects of this theory is that predicts that the kinds of knowledge, skills, work habits, and traits that are associated with task performance are different from the kinds that are associated with contextual performance.

- For example, evidence is presented demonstrating that supervisors weight roughly equally subordinate task and contextual performance when making overall judgments of their performance.
This, along with data showing that personality successfully predicts contextual performance, provides an alternative explanation for recent meta-analytic findings that personality correlates moderately with overall performance.

This finding on such links between predictors and individual criterion elements significantly advances the science of personnel selection.
The nature of job performance in an organization depends on the demands of the job, the goals and mission of the organization, and beliefs in the organization about which behaviors are most valued (Motowidlo & Schmit, 1999; Murphy & Shiarella, 1997).

Thus, research has established that the relative importance given to task versus contextual behaviors has important implications for the definition of performance that is used in formulating human resource decisions.
Task Performance

✓ Produces high quality work.
✓ Proficiently completes all duties central to the job.
✓ Completes job duties in a timely manner.
✓ Ensures that all items necessary to perform the job are present.
✓ Makes few mistakes.
✓ Prioritizes work schedule according to deadlines.
CONTEXTUAL PERFORMANCE

- **Communication**
  - Displays good written communication skills.
  - Displays good oral communication skills.
- **Compliance**
  - Endorses organizational policies and procedures.
  - Adheres to organizational values even when inconvenient.
  - Displays respect for authority.
Completes jog duties according to procedures.

Represents the organization favorably to outsiders.

- **Extra Effort**

Volunteers to complete extra tasks.

Takes on extra projects that are not formally part of the job.

Displays extra effort in the completion of tasks.

Completes job duties with extra enthusiasm.
PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE STANDARDS
- Identify relevant standards
- Select indicators
- Set goals and targets
- Communicate expectations

PERFORMANCE MEASUREMENT
- Refine indicators and define measures
- Develop data systems
- Collect data

REPORTING OF PROGRESS
- Analyze data
- Feed data back to managers, staff, policy makers, and constituents
- Develop a regular reporting cycle

QUALITY IMPROVEMENT PROCESS
- Use data for decisions to improve policies, programs and outcomes
- Manage changes
- Create a learning organization
8 MAJOR WORK PERFORMANCE CRITERIA

- Production
- Sales
- Tenure or Turnover
- Absenteeism
- Accidents
- Theft
- Counterproductive workplace behavior
- Customer service behavior
CONSTRAINTS ON PERFORMANCE

- Counterproductive behaviour (CPB)
- Robinson and Bennett (1995) categorized CPB into:
  1. Interpersonal deviance
  2. Organisational deviance
COUNTERPRODUCTIVE BEHAVIOUR (CPB)

• CPB is defined as intentional employee behavior that an organisation views as contrary to its legitimate interests (Sackett & DeVore, 2001).

• CPB: a voluntary behaviour that violates significant organisational norms and in doing so, threatens a well being of the the organisation, its members or both (Robinson & Bennett, 1995).
• Counterproductive behavior, like contextual performance, is conceptualized as an umbrella rubric and envelops a wide range of negative behaviors including theft, misuse of information, misuse of time and resources, and inappropriate verbal and physical actions (Sackett & DeVore, 2001; Gruys, 1999).
This honesty/integrity test is designed to provide employers an accurate assessment of job applicants risk profile in 6 counterproductive work behaviors:

1. dependability
2. aggression
3. substance abuse
4. honesty
5. computer abuse
6. sexual harassment
1. PA can enhance the quality of organisational decisions.
2. PA can enhance the quality of individual decisions.
3. PA can affect employee’s views of and attachment to their organization.
4. PA can help build employee commitment and satisfaction.
5. PA provides a rational, legally defensible basis of personnel decisions.
REASONS FOR PA (CARDY, 1998)

EMPLOYER PERSPECTIVE

1. Individual differences in performance make a difference
2. Documentation of PA and feedback may be needed for legal defence.
3. PA provides a rational basis for constructing bonus or merits.
4. Documentation of PA and feedback may be needed for legal defence.
5. Providing individual feedback is part of a performance management process.
EMPLOYEE PERSPECTIVE

1. Performance feedback is needed and desired.
2. Improvement in performance requires assessment.
3. Assessment and recognition of performance levels can motivate improved performance.
4. Assessment and recognition of performance levels can motivate improved performance.
THE USE OF PA

1. Personnel training
2. Wage and salary administration
3. Placement
4. Promotions
5. Discharge
6. Personnel research
PERFORMANCE MANAGEMENT (PM) & PERFORMANCE STANDARD (PS)

- **PM**: The process that incorporates appraisal and feedback to make performance-based administrative decisions and help improve employee.
  - **PS**: Way for supervisors to measure job performance and productivity of employees.
  - **PS**: Way for employees to measure their own job performance and productivity.
A procedure useful in identifying the criteria or performance dimensions of a job

These criteria become the basis for:

- hiring people
- training
- paying the employees
- classifying job
Job analysis is the collection of data describing:

a. observable job behaviours performed by workers - including both what is accomplished as well as what technologies are employed to accomplish the end results.

b. verifiable characteristics of the job environment with which workers interact - including physical, mechanical, social and informational elements.
ARNOLD, J AND ET AL. (2005)

- Noted three important components for assessing performance:
  1. Observing behavior
  2. Recording behavior
  3. Rating behavior
  - Involves skill and required practice.
Observing Behavior

- Observing directly how one perform a task.
- May collect samples of behaviors.
- May collect info on behaviors in past job.
- Employess may be asked to give reports on own performance over the years.
- Employers rating are frequently used job assessment.
Recording Behaviour

- Important to record evidence of how individual performed over the appraisal period.
- Can aid in decision-making.
- Record can reflect on consistency of assessor in the assessment.
Rating Behaviour

- Most difficult aspect of the assessment.
- Involves the use of recorded observations in making judgments and comparisons with other co-workers.
- Can be used to rate applicants’ suitability for a job.
JOB PERFORMANCE CONSTRAINT

- Wide variety of factors may interfere with optimum performance.
- Consider and assess constraints before performance discussions.
- Consider the **Golden Rule** of Psychology:
  \[ B = f(P, E) \]

*Behavior (B) is a function (f) of both Personal (P) and Environmental (E) factors.*
PERSONAL CONSTRAINTS

1. Relationship/Marital Problems
2. Children/Dependents
3. Health – self, family, others
4. Stressful events (e.g., home move)
5. Loss/Death
6. Others
ENVIRONMENTAL AND SITUATIONAL CONSTRAINTS

1. Key personnel absent
2. Poor co-worker performance
3. Unclear performance standards
4. Poor communication
5. Lack of authority to get things done
6. Policy problems
7. Other

- This study tests the merit of the distinction made by W. C. Borman and S. J. Motowidlo (1993) between task performance and contextual performance.

Data on length of air force experience, ability, training performance, and personality were also available for many of these mechanics.

Results showed that both task performance and contextual performance contribute independently to overall performance.
• Experience is more highly correlated with task performance than with contextual performance, and personality variables are more highly correlated with contextual performance than with task performance.

• These results support the distinction between task performance and contextual performance and confirm that performance, at least as judged by supervisors, is multidimensional.
2. New National Better Sleep Month Survey highlights link between sleep and work performance: poor sleep affecting accuracy and attitude on the job.

- Respondents to the BSC’s 2007 Better Sleep Month survey, conducted for Better Sleep Month this May, reported an alarming decline in quality of work, poor judgment and trouble retaining information as the top work-related consequences from lack of sleep.

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In fact, 44 percent said they were likely to be in an unpleasant or unfriendly mood – all bad news for employers, employees and customers.

Some believe you can accomplish more if you spend less time sleeping, but limited sleep can affect every aspect of your life, including job performance.

In facts, sleep deprivation impacts level of alertness, productivity and ability to socially interact with colleagues.
Tired employees are turning instead to quick-fix performance enhancers to remedy their sleep deficiency problem, including:

- Drinking coffee or other caffeinated drinks (33 percent)
- Taking a nap (17 percent)
- Going outside for fresh air (18 percent)

- Previous research has found that employee commitment and job performance are largely unrelated.

- However, prior work has not distinguished among individual foci (targets) and bases (motives) of commitment.
Findings show that commitment to supervisors was positively related to performance and was more strongly associated with performance than was commitment to organisations.

Further, internalization of supervisors’ and organisations’ values was associated with performance but identification with these foci was not.

- This article distinguished between task and contextual activities, and a taxonomy of contextual performance containing elements of organizational citizenship behavior and prosocial organizational behavior is offered.
Personality may be predicting the contextual component of overall performance.

Results from studies using the Hogan Personality Inventory confirm that correlations between personality and contextual criteria are higher than correlations between personality and overall performance.

We argue that finding such links between predictors and individual criterion elements significantly advances the science of personnel selection.
Employee perceptions of overall performance can impact important organisational outcomes, as well as employee feelings and attitudes.