

CONCEPTUALISING FACTORS AFFECTING PERFORMANCE IN ORGANISATIONAL ECOSYSTEM

Hendro Wibowo^{1*}, Rini Rahmawati², Hastin Umi Anisah³

¹ Human Resource Management Divison, Resort Police, Paser District

² Doctoral Programme in Management, Faculty of Economics and Business, Universitas Lambung Mangkurat

*Corresponding Author: hendrowidyatama911@gmail.com

Abstract: Performance, as a significant construct, reflects the desire to fulfill specific needs and serves as a fundamental component in the workplace, and is regarded as a multifaceted concept that encompasses various aspects, including processes, behavioral engagements, and outcomes, specifically related to job behavior. Task performance requires specific behaviors and advanced cognitive abilities, categorised into technical-administrative and leadership responsibilities. Job performance prompts behavior associated with achievement that includes evaluative aspects. Research highlights the significance of autonomous and intrinsic motivation, indicating that individuals guided by inherent values and behaviors achieve optimal performance. The present conceptual study aims to identify and understand the principal factors affecting employee performance and to illustrate the connections among these components through a literature review on performance. Evaluating employee performance is the most complex and hardest soft skill, requiring the incorporation of additional factors. The predicted finding and discussion of this study allows us to draw inferences about the elements affecting projected performance within an inclusive organisational environment, such as the Police Department, and to provide suggestions for future research. This conceptual piece concludes a conceptual framework regarding staff development, measurement methodologies, and the factors influencing staff performance assessment. Understanding these characteristics will facilitate the assessment of staff performance and clarify the factors that enable an employee to succeed in meeting an organization's objectives.

Keywords: Performance, Appraisal, Feedback, Development, Organisation

1. Introduction

The success of an organisation is significantly dependent on the quality and attributes of its staffs. Staffs constitute the core of any organisation and consistently seek motivation to perform effectively in alignment with organisational goals [1]. Performance management, typically conveyed via performance appraisals, is integrated into the organization's primary aims, goals, and objectives. Performance appraisals constitute formal evaluations conducted by supervisors, who assign scores and communicate ratings to staffs. Performance appraisal is a critical component of performance management that all organisations must prioritise. Nevertheless, little empirical studies have been undertaken on the topic, indicating a continued necessity for more research on the current study.

Thus far, staff development is essential for supervisors and managers, as it serves to motivate and counsel high performers, while also addressing the necessity for individualised training and growth. Elaborating further, [2] affirmed that appraisal systems face challenges due to their potential bias, which can negatively impact the reliability and validity of the system. Supervisors who exhibit biased behavior towards one staff can communicate a negative signal to other talented staff members or individuals. Additionally, appraisal systems may not meet the actual needs or purpose for their use.

Furthermore, performance appraisals constitute methodical evaluations of an individual's performance, utilised for employee and organisational advancement [3]. They evaluate aspects such as work proficiency, quality of output, initiative, leadership skills, supervision, reliability, collaboration, judgement, adaptability, and health status. Evaluations must encompass historical and prospective performance, emphasising behaviours that influence work outcomes. Performance appraisals, varying among organizations, are one-on-one meetings that help employees understand their performance and set development goals. Key points are covered to conclude the discussion, regardless of progress or struggles [4].

Performance appraisal (PA) refers to a method employed by organisations to evaluate employee performance and deliver feedback [2], [4]. It fulfils developmental and administrative functions. Research on PA investigates psychometric dimensions, cognitive mechanisms, biases, and social contexts. Notwithstanding its significance, PA frequently proves inadequate. Consequently, explicitly delineating the objectives of performance appraisal and addressing employee responses is essential for its efficacy [4].

The primary aim of this study is to conceptualise the impact of the performance appraisal system (PAS) on staff performance and development. Similarly, the study aims to achieve the following particular objectives: (1) to investigate the effect of performance appraisal on the quality of work delivered by staffs; (2) to ascertain if feedback system has an effect on staffs' learning and development; thereby enhancing their performance.

2. Literature Review

Performance Management

Performance management (PM) constitutes a systematic method aimed at improving employee performance within an organisation. The framework encompasses activities, policies, procedures, and interventions, initiating with performance appraisal and extending to feedback, goal setting, training, and reward systems. A prior study [5] contend that performance management tackles issues related to the definition, measurement, and enhancement of employee performance, ultimately aiming to elevate organisational performance. Organisations must prioritise their internal customers, namely the workforce, and consistently enhance their performance to meet both personal and professional interests.

Performance is a critical component of management theories, frequently misinterpreted due to diverse research streams that examine both individual and firm levels of analysis, along with varying definitions of "performance," which complicate comprehension. Hence, performance management programmes enhance organisational and employee outcomes by delivering individual feedback, aggregating organisational data, and supporting HR planning, programme evaluation, managerial planning, human resource development, and compensation strategies [5]. They provide opportunities for skill development, retention, and career advancement.

Performance Appraisal and Quality of Work Life

Performance appraisal serves as an essential instrument in performance management, frequently utilised by line managers instead of HR professionals [6]. The process consists of acquiring, analysing, and documenting data regarding an employee's relative value, highlighting the necessity for line managers to comprehend their responsibilities and their contribution to the overarching goals of performance management.

In addition, according to [7] performance appraisal is a structured process designed to assess and enhance an employee's current performance and future potential, with the objective of

improving overall organisational effectiveness through the advancement of individual contributions within a team context.

Furthermore, in other countries' study, performance appraisal is a process that enhances performance through the communication of expectations, the definition of roles and responsibilities, and the establishment of achievable standards [8]. It has been utilised in the United Kingdom for more than a century, mainly concentrating on assessing an individual's job performance. Three primary issues are examined, including: (1) The procedure of performance appraisal is collaborative. While the employer aims to evaluate and comprehend an employee's performance, the employee desires to derive some benefit from the process. (2) The appraisal process is not only for the purpose of evaluating the performance of staff, but also for the purpose of examining the appraisee's potential for career development. (3) The extent to which the individual's overall image and contributions to the workplace are considered is a critical point in the appraisal process.

Quality of Work Life (QWL) correlates with employee satisfaction, as satisfied employees exhibit higher productivity, commitment, and loyalty. This concept emerged in the 1930s as part of the Human Relations Movement [9]. Research [10] indicates that quality of work life (QWL) has a substantial effect on job satisfaction, employee involvement, performance, organisational identification, and reduced turnover rates. A high level of quality of work life (QWL) is a predictor of elevated employee happiness and reduced turnover intention, underscoring its significance in promoting employee satisfaction [10].

Meanwhile, the quality of work is affected by factors including motivation, satisfaction with the work environment, organisational policies, and perceptions of fairness in the appraisal process [11]. The quality of work delivered is significantly influenced by employee satisfaction. Humans exhibit sensitivity to their environment, with perceived fairness influencing their attitudes towards work quality [12]. Consequently, it is essential for managers to develop an effective and impartial appraisal system to encourage employees to perform well. Quality of Work Life (QWL) represents a comprehensive approach designed to enhance performance through the promotion of employee well-being [13]. This strategy is essential for sustaining organisational performance, as it enables companies to endure future competition and enhance their effectiveness. Consequently, QWL is a critical component of organisational success.

Broad bodies of prior studies added the importance of Quality of Work in organizational ecosystem, such as [14] highlighted the significance of Quality Work Life (QWL) in enhancing working conditions and organisational effectiveness, especially for employers. A mutually beneficial scenario for employees and employers can be realised if Quality of Work Life (QWL) enhances business performance [15]. [16] characterised QWL as an open socio-technical system that promotes autonomy, interdependence, and self-involvement. [17] characterised QWL as the efficacy of the work environment in fostering health and well-being.

Feedback System and Staff Learning

An appraisal system is commonly utilised by organisations to furnish employees with feedback regarding their behaviours and attitudes in relation to the organization's goals [18]. This feedback enables employees to assess their productivity and enhance performance, particularly when productivity is linked to fringe benefits or rewards.

A prior study [19] propose that positive feedback enhances employee performance in response to managerial criticism, by highlighting deficiencies and reinforcing desirable behaviours. Feedback is essential for employees to recognise areas needing enhancement, and effective

performance appraisal depends on transparent communication with the appraisee. Further, [19] asserts that employee development is facilitated by performance enhancement and a constructive attitude towards work.

Learning and development are inevitably essential for the growth and success of an organisation. They enhance employee performance by cultivating a sense of belonging and motivation. [20] claims that training and development facilitate employee identification with the organisation, enhance effort, and promote retention. These processes are essential to human resource management, with the objective of motivating employees to achieve high performance.

Performance Appraisal and Staff Development

Performance appraisals aim to identify staff or employee development needs; however, a systematic approach to connect appraisal outcomes with employee development is lacking. Numerous supervisors and managers encounter difficulties in achieving the desired performance levels within current practices. [7] asserted that performance appraisals hold significance solely during promotion phases.

The Organisational Ecosystem

The organisational environment is essential for attaining inclusive development, since it fosters equitable progress globally [21]. To attain optimal development and align with the aim of equitable progress, many viewpoints and leadership roles are essential to address gaps in wealth and development.

Organisational ecosystems are comprised of three tiers: technical, managerial, and institutional [22]. The technical level pertains to an organization's efficacy in knowledge-intensive endeavours such as research and development, executed by professionals, specialists, and skilled labourers. The managerial level consolidates and synchronises the technological system, whereas the institutional level connects the organization's operations to its surroundings and social inputs for change. Overall, organisations aim to safeguard their fundamental technology from environmental factors, yet encounter ambiguity over external inputs. The three levels encompass technical core operations, intra-organizational contacts, and inter-institutional links. Institutional ecosystems encompass aspects of innovation and social capital, incorporating both quantifiable and latent types of creativity [22].

In particular, the proposed lens of the current study is intended to focus on organizational ecosystem, which is in Resort Police Department of Paser District.

Theoretical Framework

This research is based on the Goal Setting hypothesis. The goal-setting theory was initially developed by Dr. Edwin Locke [23] and further refined in the early 1980s. [24] assert that goal-setting theory is founded on the premise that a significant portion of human behaviour is intentional, guided by a conscious objective. The determination to establish a goal arises from discontent with the existing performance level. Goal setting theory posits that establishing a goal must encompass the formulation of a structure (PAS) that guides activities and behaviours to enhance inadequate performance [25]. Meanwhile, [26] in their study endorsed goal theory, asserting that employees would only achieve elevated performance when precise and difficult goals are present.

In addition, the present author's determination to base the current study on goal-setting theory stemmed from the conviction that objectives must be established prior to evaluating employee

performance in relation to those objectives. Notably, when objectives are insufficiently achieved, it may result from certain problems intrinsic to the individual that may be rectified through employee development initiatives.

Empirical Review

[5] research on performance management systems in the IT sector established a conceptual framework connecting performance management systems to workforce alignment, competency enhancement, business outcomes, ongoing development, and performance advancement.

In addition, further synchronising the literature review of this article, the present author referred to prior study [6], [7] depicting that performance management substantially influences employees' well-being and perceived job control, employing a survey design and percentage method analysis.

[8] research on the efficacy of performance assessment systems and their influence on employee motivation employed a mixed-methods research design. Data was gathered from employees and HR managers at Shines Communication, revealing that the use of numerous performance rating methods enhances satisfaction and motivation.

[21] study on Nepal's Council for Technical Education and Vocational Training (CTEVT) revealed that supervisors deemed the current Performance Appraisal System (PAS) less successful than earlier recommendations suggested. They advised the creation of a thorough framework for staff development, evaluating outcomes and correlating them with growth objectives.

Another study [27] evaluated the impact of PAS on employee performance, concentrating on Nass Construction Company. The research employed a mixed-methods methodology for data collection. The data was examined using SPSS. The study's findings indicated that the organization's performance assessment system was precise regarding both substance and aim. The study indicated that PAS had both beneficial and detrimental effects on employee performance.

3. Method

The present study employs a survey research strategy that entails the gathering of primary data using a standardised questionnaire. The gathered data was examined using Ordinary Least Squares (OLS) using SPSS, while the correlation between the variables was assessed by regression analysis.

The scope of this study is Human Resource Management, with an emphasis on empirical evidence regarding the role of competence, information technology utilisation, and employee or officer empowerment in enhancing the performance of the Paser Police. This study focuses on the personnel, particularly the police officers, at Polres Paser. Subsequently, the researcher will analyse and interpret the data obtained from the questionnaire. The population in this study refers to the complete research sample or object of study, specifically all police staffs of the Paser Police, including around 200 staffs.

Respondent responses were collected through the use of a confined questionnaire instrument in the investigation. The data was gathered through interviews and documentation, utilising a five-point Likert scale. The questionnaire was evaluated using a five-point Likert scale. Secondary data was gathered from government regulations, internet perusing, books, journals, and articles. The objective of the investigation was to comprehend the subject matter and its implications.

The study instrument's validity was established through content analysis and discussions with peers to confirm that the questionnaire accurately measures its intended constructs. A reliability test was conducted with the Cronbach's alpha method to ascertain the dependability of the research instrument.

4. Result and Discussion

The anticipated finding of this study enables us to deduce the factors influencing expected performance in an inclusive organisational setting, such as the Police Department, and to offer recommendations for further research. Referring to the aim of this conceptual paper, which is to conceptualise the impact of the performance appraisal system (PAS) on staff performance and development; therefore, the potential deductions, include:

6.1 Planning for Performance

Comprehending the organization's mission and objectives facilitates the establishment of performance standards and goals, offering a framework and guidance for employees to align with the department's mission.

6.2 Establishing Performance Expectations, through the following attempts:

- (1) Prepares a detailed account of the anticipated outcomes for the complete fulfilment of a job function or task.
- (2) Defines the level of performance required for each function or assignment.
- (3) Offers a standard by which to assess the quality of staff.

6.3 Setting the appropriate timelines to establish performance expectations:

- (1) When an employee is hired
- (2) When responsibilities are modified or added
- (3) When clarification of responsibilities is required

6.4 Setting the performance expectations, which are:

- (1) Derived from the mission, goals, and values
- (2) Mutually understood
- (3) Developed collaboratively, if appropriate
- (4) Descriptive of the required job performance
- (5) Descriptive of fully satisfactory performance
- (6) Expressed in measurable/observable terms
- (7) Reasonable and attainable

6.5 Method of appraisal can be classified into two distinct categories, which are:

- (1) Retrospective-oriented Approaches, with the following items:
 - a. Rating Scales
 - b. Checklists
 - c. Forced-choice method
 - d. Ranking and paired comparisons
 - e. Essay method
- (2) Future-oriented Approaches, with the following items:
 - a. Management by objectives, comprising
 - Setting performance standards
 - Comparison of actual goals and achieved goals
 - Establishment of new goals and new strategies
 - b. Psychological Appraisals
 - c. Application of a 360-degree feedback

Discussion

The intended discussion of the current investigation, would cover:

1. Performance appraisals play a vital role in the effective management of personnel, fostering development, and enhancing organisational performance.
2. These evaluations are carried out on an annual basis for all personnel, with each individual assessed by their direct supervisor or the chairman, which facilitate the management of standards, the alignment of expectations, and the distribution of responsibilities. They further delineate specific training requirements and facilitate strategic organisational planning.
3. Performance appraisals frequently constitute a component of annual compensation and grading evaluations, typically in harmony with the institution's strategic planning for the forthcoming tenure year. They contribute significantly to career and succession planning, the cultivation of motivation, the enhancement of attitude and behaviour, effective communication, and the nurturing of positive relationships between management and staff.
4. A comprehensive, documented evaluation of a person's performance is offered, along with a strategic plan for future growth.

5. Conclusions

The current conceptual investigation aims to identify and comprehend the key elements influencing staff performance and to demonstrate the link among these aspects through a literature analysis on performance. Assessing staff or employee performance is the most complicated and challenging soft skill to evaluate, necessitating the inclusion of other elements. The anticipated and forthcoming findings of this study enabled us to deduce conclusions regarding the factors influencing expected performance within an inclusive organisational ecosystem, such as the Police Department, and to formulate recommendations for future research. This paper endeavours to establish a conceptual framework concerning staff development, methods of measurement, and the factors that contribute to the assessment of staff performance. Comprehending these variables will not only assist in evaluating staff performance but also elucidate what enables an employee to excel in achieving the objectives of a certain organisation.

The study recommends that the HR division of Resort Police implement a performance management system to enhance employee performance. Additionally, organisations should customise their tools to pinpoint areas for improvement, convey appraisal outcomes to employees, and implement a feedback system following a successful performance appraisal process. This will enable employees to recognise their strengths and weaknesses, thereby enhancing performance management efficiency and effectiveness.

The primary limitation of this study is its scope, as the population that was examined was relatively small and may not accurately represent the perspectives of other staffs or employees from other sectors of the organisation. Therefore, the primary limitation of this study is its inability to be applied to other aspects of organisations. Nevertheless, future research can strive to achieve effective generalizability by considering a larger population alongside other variables excluded in this conceptual paper.

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