

Effects of Performance Management Systems and Procedures on Organisational Development

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ABSTRACT

Managing and achieving exceptional performance is encircled with enormous challenges, which requires conscious thoughts and carefully assessment of its constituents. Performance management is extensively studied by numerous management practitioners and academicians who have established results that is used as reference manual by many financial institutions and multinational companies. This study however, assessed the effects of performance management systems and procedures on organisational development. In this regard, several pieces of literature published on the subject matter was reviewed as supportive mechanisms towards accomplishing objectives of this endeavour. We employed descriptive quantitative and correlational methods, which enabled the gathering, classification and presentation of data that led to constructive discussion and conclusion. This study selected a sample size of 200 employees from two financial institutions where first-hand information was obtained with the aid of questionnaires distributed to sample units. Results shows that, effective training and staff development facilitate skills development, which enhances exceptional performance. In additional, organisations commitment on high employee engagement increases employees motivational level, which leads to outstanding performance and minimises staff turnover. Further facts revealed noted that, financial rewards play a pivotal role towards organisational development. Results emphasised that, employee recognition for outstanding performance and compensation for innovative contributions instils the culture of outstanding performance, which enhances organisational development. The relationship between training and performance, engagement and performance and compensation and performance disclosed that, when a workforce is well capacitated, engaged and satisfactorily rewarded, the result of such action could be achieving target, which demonstrate competitive excellence. This study is significant to small, medium and largescale enterprises. It is also noteworthy to human resource management practitioners and business consultants.

KEYWORDS: Effects, Organisational Development, Performance Management Systems, Procedures,

I. INTRODUCTION

Financial institutions specifically banks in Sierra Leone have expressed enormous concerns about their performance management systems contribution towards organisational development. However, managing such systems modelled considerable challenges, which stifles the growth and sustainability of such institutions. In this regard, researchers, human resource management practitioners and general management consultants should consider a substantial approach to the development of organisations through an efficient performance management system. Though considered strategically significant, financial institutions acknowledge that, its effects has to be measured from a wider spectrum of operations to ascertain its contribution towards institutional growth. Gupta and Upadhyay 2012, Glaister et al 2008, Boyett and Conn 1995, Bernardin et al 1998, Mone and London 2010, Risher 2003 & Sudarsan 2009, conducted related research and examined performance management systems impact on organisations growth but laid emphasis on financial compensation as the principal element that stimulate performance. Results of aforementioned studies disclosed that, performance could only have positive effects on organisations operations if employees are adequately rewarded. Following the focus of previous researchers on performance management, which laid emphasis on incentives, this study considerably examine the effects of performance management systems and procedures on organisational development.

This research principally focus on examining performance planning, training and development, performance appraisal, employee engagement and commitment and rewards and compensation management as elements that constitute performance management systems. Our anticipations connote that, their effective management will create satisfactory outcome and consequently influence growth. Businesses across the world are making conciliatory efforts to retain their valued employees through various means. One of the prevailing mechanisms that encourage workers achievement is an efficient performance management structure. Handling employee performance is seen as the greatest challenging areas of human capital development practice (Rajib et al 2016, Bernardin et al 1998, Austin 1992, Bernardin and Beatty 1984, Lawler 1994 & Mohrman et al 1989). Employees' expectations about performance practices and procedures are interrupted or devastated by the realism of a system that breeds conflicting, problematic and confrontational issues that affect the outcome of results (Armstrong and Baron 2004 & Cooke 2000). This generate complications for human capital development specialists to establish an efficient performance management system that eradicates undesirable consequences and produce constructive mechanisms for specific and institutional performance (O'Malley 2003, Lawler and McDermott 2003).

Managers may depend on diversity of procedures, programmes and activities to produce better results. They might establish critical objectives yet fail to create a system that offers the required support to accomplish those objectives (Hutchinson and Purcell 2003 & Armstrong 2006). Institutions identify the necessity to create close alignment between goals set at corporate and local levels, which create uncertainty at each category that leads to a degree of discrepancy unpleasant to authorities (Armstrong 2009 & e-reward 2005). The process of articulating organizations goals, relating those goals to the performance of people, discloses performance gaps that prompt actions for solutions, change and evaluation of results. Executives most times express that unsatisfactory performance is other peoples fault, not theirs (Boyett and Conn 1995, Risher 2003 & Rothwell 2002). However, several research results have established that poor performance could be the cause of ineffective corporate governance, inefficient administration or substandard systems of work (Purcell et al 2003 & Borman and Motowidlo 1993). Standards provide the basis for both the management of performance and change. Such values are entrenched, linked, continuing, and collectively measured and managed.

The framework for high performance is described by authorities who actively pursue policies for continuous improvement and provide the technology, resources and system necessary to meet performance expectations (Fletcher 2001, Bailey et al 2001, Boselie et al 2005, CIPD 2008 & Clayton 2004). Performance management processes ensures the achievement of objectives. However, there are concerns that employees could adopt certain behaviours and proceed with specific actions towards achieving organisational goals (DeNisi and Pritchard 2006 & Cates and Rahimi 2001). Conceptual performance encompasses job specific elements such as cooperating, dedicating, and enthusiastic exhibition of talents and perseverance, whilst task performance covers certain behaviours different from conceptual presentation (Minter and Thomas 2000 & O'Malley (2003). Investigation conducted by Bailey et al (2001) in 45 organisations focused on a factor affecting performance, which is the opportunity to participate. They emphasised that, consolidating the work process gives non-managerial workers the opportunity to contribute to the effectiveness of a high-performance work-system (Lawler and McDermott 2003, Khan and Vieito 2013, Kolev 2012 & Peni 2014). Systems theory states that, organizations should be treated as open systems, which changes inputs into outputs. Systems theory is described as input–process– and output–method of handling performance, which measure employees' contributions to the system (Venkatraman and Ramanujam 1986, Aldehayyat and Twaissi 2011 & Mitchelmore and Rowley 2013).

The knowledge and skills employees bring to a job enable them to perform exceptionally; which prompt human resource management specialists to identify and develop talents for effective service delivery and institutional growth (Glaister et al 2008 & Suklev and Debarliev 2012). Evaluating employees' contribution to organisations performance is not easy; however, evidence on the link between enterprise performance and people management is increasing. Enterprises, which decisively establish opportunities for employees' capacity building, expect a return on their investment (Al-Shaikh 2001, Kraus et al 2009 & Signhvi 2000). Determining development needs is usually a combination of bottom-up and top-down processes. Therefore, executives at all levels should evidently recognise development context and discuss it with team members to ensure that agreed individual needs are consolidated into the team, department, and organisational development plans (Sulev and Debarliev 2012, Santos and Brito 2012, Drucker 2004 & Amaratunga et al 2002). Since business consultants are anxious about evaluating the worth of employees, assessing costs in contrast to benefits, prompt the application of suitable motivating tools that enhances outstanding performance (Drucker 2003, Geotz 1999 & Robbins 1998). Preceding description has laid the foundation upon which subsequent segments will thrive. Ensuing elements will review pieces of literature, describe methods of data collection, analyse, discuss results, and compare those results to other works published to create distinct significance of the subject studied.

II. LITERATURE REVIEW

Performance Planning: Numerous studies on the significance of evaluating enterprise performance have been continually and extensively documented, which emphasised the connection between planning and firms' performance. Research results disclosed that efficient planning system improves institutional performance (Bernardin et al 1998, Lawler and McDermott 2003 & Hutchinson and Purcell 2003). Formulating plans for effective performance include wide-ranging perspectives classified as generating facts, exploring prospects, inspires novel thoughts, increasing incentives and enhances internal communication and collaboration (Armstrong and Baron 2004, Bernardin and Beatty 1984, Armstrong 2006 & Rajib et al 2016). Developing strategic plans is noteworthy for small, medium and large-scale manufacturing operations. Planning enables an organisation to forecast future advantages and establish precautionary measures to prevent threats (Mohrman et al 1989, O'Malley 2003 & Lawler 1994). In their investigation on meta-studies, Santos and Brito (2012) established that, there is constructive and substantial connectivity between planning and organisational performance. Planning is the most basic of all managerial functions, which encompasses selection from among alternatives, imminent courses of achievement, which includes departmental goals. Most planning failures arise from managers' inability to truly understand planning and implementation of activities (Austin 1992, Cooke 2000, Boselie et al 2005, Armstrong 2009 & Borman and Motowidlo 1993). During implementation and control process, plans may require modification to avoid becoming useless or even damaging. Such action implies that, decisions must be made at many stages in the planning process (Risher 2003, Clayton 2004). Even though administrative functions are interwoven in practice as a scheme of action, plans are distinctive, as they create the objectives required for all teams' effort (Boyett and Conn 1995 & CIPD 2008). Planning is a significant performance driver that enhances economic and organisational development. However, its thoroughness mirrors in long-term enterprises development (Purcell et al 2003).

Training and Development: The continued existence of enterprises in competing environments hinge on their capability to develop their workforce to stimulate creativity, establish novelties and invent strategies consistent with outstanding performance and viable benefit (e-reward 2005, Bailey et al 2001 & Rothwell 2002). Training and development demonstrate a pivotal role in the efficiency of organisations workforce; which improves workers' performance and enhance organisations productivity (Fletcher 2001 & O'Malley (2003). For business to accomplish its specified objectives, satisfactory and significant capacity building for personnel should be emphasised (Cates and Rahimi 2001 & Lawler and McDermott 2003). Staff capacity building is a calculated fortitude to accelerate knowledge of work related competences, abilities, skills and behaviours that are vital for effective job performance and business growth (Minter and Thomas 2000 & Kolev 2012). An enlightened and knowledgeable workforce is considered indispensable to an enterprise sustainable advantage. Training is a powerful instrument, which facilitate the development of competencies for firms' expansion, thus enhancing productivity (DeNisi and Pritchard 2006, Khan and Vieito 2013 & Bailey et al (2001). Most capacity building activities necessitate substantial improvement that is reinforced by adequate financial resources to implement strategic training programmes in multinational companies (Peni 2014 & Venkatraman and Ramanujam 1986).

Large-scale enterprises could gain additional advantage from personnel with distinct knowledge on the application of learning practices. Large firms may benefit from scale effects in the usage of training practices. This suggests that firm size also have direct influence on training practices (Santos and Brito 2012, Aldehayyat and Twaissi 2011 & Suklev and Debarliev 2012). Employees express job satisfaction when their capacities are developed. This lead to increase performance, which propels organisational development. Employee development is a personal and organisational responsibility that requires capacity-building experts to involve all cadres of employees in training programmes (Kraus et al 2009, Al-Shaikh 2001 & Amaratunga et al 2002). Personnel progression hinge on organisational ethos, approach of top management, and restricted prospects for promotion. If an organization culture support employee development, it will facilitate the increase of performance and encourage active personnel participation in strategic decision-making (Mitchelmore and Rowley 2013, Suclev and Debarliev 2012, Glaister et al 2008 & Drucker 2004). Top management also influence employee development since institutional growth is subject to the genuineness of effective high-level administration (Singhvi 2000 & Geotz 1999). Since coaching involves treating employees as partners in achieving departmental and organizational goals, coaching and mentoring plays a significant role towards employee development (Robbins 1998 & Drucker 2003). By providing coaching, personal and work-related problems can be solved, which increases performance and enhances organisational development (Bowditch and Buono 1997). Reviewed pieces of literature described training as a relevant tool in organisational operations. However, the influence of training and its contribution towards organisational growth is not emphasised and such information is considerably significant in all facets of enterprise development. Since the aforementioned components are not emphasised, this study however identified them as a gap, which it determine to address using first-hand information from survey.

Performance Appraisal: Performance appraisal is a unique and foremost noteworthy human resource management tool used to assess human capital activities, which is intended to encourage workers commitment and enterprise performance. Employee assessment is a prescribed institutional activity carried out in a systematic manner, which provide evaluation between individual performance anticipated and performance provided (Aguinis 2009, Cole 2002, Palo and Padhi 2003 & Kennedy et al (2013). Since enterprises can only achieve worthwhile advantage through employees, it is prerogative to evaluate them. PA is conducted yearly or biannually to support administrative decisions such as pay raises and employee development (e.g. identifying training opportunities and areas for improvement) (Parce and Robinson 2009, Cosh and Weeks 2000, Jameson 2000 & Gilbert and Jones 2000). Performance appraisals provide evidence of supervisors' ability to assess employees appropriately. When a supervisor delivers an inaccurate evaluation of an employee's performance, he loses credibility (Hill and Stewart 2000 & Agarwal et al 2006). Positive evaluations are generally found to motivate employees whereas negative evaluations, sometimes improve performance and sometimes deteriorate it. Appraisals are linked to rewards on the basis of performance evaluations which give employees confidence about their ability to exert their efforts to complement institutions growth (Abbas and Yaqoob 2009, Champathes 2006, Chay and Norman 2003 & Brown et al. 2010). Although it has countless remuneration for corporations, performance appraisal has the equal probability of having a bad impact on enterprises and on employee performance (Appelbaum et al 2011 & Tuytens and Devos 2012). Numerous issues challenging the competence of an effective evaluation system comprises of compensation on engagement, commitment and reliability of workers which stimulates efficiency within an enterprise (Giangreco et al (2012, Obisi 2011 & Lussier 2012). Combining compensation and employee performance leads to commitment on the performance evaluation progression.

Constructive comment on evaluations provide an employee with a sensation of worth, particularly when satisfactory salaries accompanies the process (Cosh and Weeks 2000 & Palo and Padhi 2003). If a supervisor appraise an employee and delivers unsatisfactory evaluation score as an outcome of the assessment, such act will definitely demotivate the employee from active participation in future assessment endeavours (Gilbert and Jones 2000, Parce and Robinson 2009 & Cole 2002). The substantial role of employee appraisal has become indispensable, therefore, the growth of every enterprise is dependent on how well the performance of employees is efficiently evaluated and achieved (Bowditch and Buono 1997 & Agarwal et al 2006). To ascertain workers proficiency about performance systems, it is necessary for enterprises to regulate uninterrupted activities, which help in reassessing their performance thus improving outcomes (Kennedy et al 2013 & Hill and Stewart 2000). Managers can only satisfy employees on a job if such employees are compensated with what they deserve for their performance without attempting to exploit and pay them lower than expected (Aguinis 2009 & Jameson 2000). Firms that encourage employees, provide a platform for innovations, which brings excellent ideas that facilitate firms' viable advantage. Promotion, rise in incentives are exposed to satisfactory performance results; alternatively, a woeful assessment situation produces penalties which serve as a consequence of negative feedback (Abbas and Yaqoob 2009, Obisi 2011, Chay and Norman 2003 & Brown et al. 2010). Such awareness pushes employees to exhibit intelligence to prevent the manifestation of unsatisfactory and unpleasant compensation. If assessment procedure makes the worker feel apprehensive or discourage, this remarkable sensation might disrupt the entire assessment process (Lussier 2012 & Champathes 2006).

Production of evaluation reports should not be delayed and consideration should be shown on time exigencies, as it is part of employees' rights to understand their performance progression (Tuytens and Devos 2012 & Appelbaum et al 2011). Feedback creates opportunity for better competitive standing and if properly given, there is a likelihood of motivating workers to contribute extensively to the growth and sustainability of organizations (Giangreco et al 2012 & Hill and Stewart 2000). This leads to benefit. However, the absence of feedback generates job unpleasantness amongst employees; which perceive the structure as ineffectual and discriminating (Parce and Robinson 2009 & Cosh and Weeks 2000). Prescriptions of performance appraisal reviewed in this section, disclosed the structure of employee evaluation system and certain considerable elements in the appraisal process. Outcomes of staff appraisal and their impact on organisational growth are not discussed in the reviewed literature. In addition, the impact of appraisal results, which recognise outstanding performers for promotion and identify underperformers for further capacity building are also not evident in the review process. As a result, the missing components are classified as fissures, which this study determines to fill in with survey data.

High Employee Engagement and Commitment: Numerous investigations have been carried out by consultancy agencies and human resources management practitioners, which established suppositions on factors influencing engagement. Studies disclosed that, successful enterprises are deferential to workers commitment, irrespective of employees' job level (Agarwal et al 2006, Palo and Padhi 2003 & Kennedy et al 2013). Research

conducted in public sector organisations indicated that, fair and equal treatment of employees, impact engagement levels. Staffs that have better intelligence, demonstrate superior probability to reciprocate their expertise at greater stages of institutional engagement (Gilbert and Jones 2000, Bowditch and Buono 1997 & Cole 2002). It was also revealed that, the relationship between HR practices and engagement is rather indirect. However, further reviewed pieces of literature did not disclose specific model that shows the significant influence of all variables because different employees laid different emphasis on variables influencing engagement (Chay and Norman 2003, Abbas and Yaqoob 2009 Champathes 2006). These differences might arise because of discrepancies in job descriptions, gender diversity, and cultural diversification. The difference between engagement and leadership factors i.e., task orientation and relationship orientation considerably overlap (Giangreco et al 2012, Jameson 2000 & Appelbaum et al 2011). Employee engagement creates a friendly cultural practice that unifies capacities and competences employees bring along to exhibit their aspirations towards achieving strategic organisational objectives (Aguinis 2009, Hill and Stewart 2000 & Brown et al. 2010).

Employee engagement is recognised as a broad concept, which requires management commitment and involvement of outstanding performers for fruitful engagement between employers and employees (Tuytens and Devos 2012 & Lussier 2012). Concentrating on employee engagement can generate capable and creative workforce. As a result, organizations should design mechanism to improve and cultivate engagement, which necessitates a two-track relationship approach between employing agencies and employees (Obisi 2011, Lawler and McDermott 2003, Bernardin et al 1998 & Rothwell 2002). Engaged employees are conscious about the business environment and such consciousness motivate them to work diligently to increase job performance for organisational development (Armstrong and Baron 2004 & Hutchinson and Purcell 2003). Staff engagement is a desire and commitment of employees' willingness to invest and increase their discretion to support employing agencies succeed in their drive towards a lasting advantage, which goes beyond unpretentious fulfilment with the employment procedure or allegiance to the employer (Bernardin and Beatty 1984, Armstrong and Baron 2004 & Boyett and Conn 1995). Most drivers that are found to lead to employee engagement are non-financial in their nature. Therefore, any organization with committed leadership can achieve the desired level of engagement with less cost of doing it (Mohrman et al 1989, O'Malley 2003 & Rajib et al 2016). Employee commitment is the significance of individual characteristics such as talent, abilities, skills, disposition, boldness and personality. It further indicate institutional perspective which includes leadership, physical and social mechanisms and human resources practices that directly influence work performance (Risher 2003, Lawler 1994 & Armstrong 2006). The foregoing content demonstrate a broad spectrum of engaging employees in institutional operations. However, the effects such engagements proffer is not evident in the literature. In addition, effective staff engagement, which leads to exceptional performance and organisational development, is not seen in the reviewed pieces of literature. Therefore, this study determines to address such gap using first-hand information.

Rewards and Compensation: Researches on compensation management have disclosed constructive outcomes and significances on how rewards influence performance measures. Rewards are classified as significant components, which motivate institutional workforce to unleash their greatest effort to produce innovative philosophies (Austin 1992, Cooke 2000 & DeNisi and Pritchard 2006). Reward policy offers explicit guidelines for organizations to establish and manage incentive packages, which reward performance outcomes and support the achievement of business goals (Purcell et al 2003 & Boselie et al 2005). Performance measures that are not affected regularly by rewards inspire practitioners to re-examine certain concepts and practices. Rewards should be utilised judiciously by systematically considering its comparative importance to employee performance (Minter and Thomas 2000, Borman and Motowidlo 1993, O'Malley 2003 & Bailey et al 2001). Total reward is the combination of all types of intrinsic and extrinsic rewards (financial and non-financial) made available to employees for institutional growth (Cates and Rahimi 2001 & Fletcher 2001). Rewards and their influence are becoming issues of concern for all. Therefore, organisations should formulate principles that describe procedures, rules and strategies for effective compensation management (Clayton 2004 & CIPD 2008). The principal objective of reward management is to reward employees fairly, justly and reliably in relation to their worth in the organization. Reward is one of the various organizational elements used to enhance employees and organizational performance (Suklev and Debarliev 2012, Lawler and McDermott 2003 & Aldehayyat and Twaissi 2011). Compensation does not only concerned with pay and employee benefits; it also encompasses non-financial, which includes recognising employees contribution, capacitating and increasing employees competences to improve task accountability (Mitchelmore and Rowley 2013, Khan and Vieito 2013 & Glaister et al 2008).

Much of the published works on this subject has shown countless elements of disagreement on whether reward systems through the use of various kinds (extrinsic, intrinsic and social rewards) could increase employees' performance (Venkatraman and Ramanujam 1986, Peni 2014 & Kolev 2012). Organizations can gain more performance benefits from their diligent employees; if rewards are properly aligned to organisations strategies and performance outcomes (Jane2010). Even though the foregoing reviewed pieces of literature describe rewards and compensation comprehensively, compensation as a strategic motivating element towards employee performance is not emphasised and the influence of financial and nonfinancial rewards towards employee performance and organisational development is also not evident in the literature. Therefore, this study decides to fill in gaps identified in the review process, with the aid of survey data.

III. METHODS

Research Design: Effective data collection requires a suitable research design, which outline various steps necessary for successful compilation, analysis and description of data. Any research that focuses on the collection of primary data to obtain first-hand information should establish a constructive research design to ease the process. Research design outlines the processes necessary for collection, measurement, and analysis of information, which helps the researcher to structure/or solve business problems (Shamshina 2016, Shrivastava et al 2015, Seyyed et al 2013 & Shine 2015). Once the researcher identifies and establish the broad approach to the research problem, the next step is to prepare an outline or proposal of the study, which specifies the procedures necessary for achieving stated objectives in a robust manner (Shurbagi 2014, Silveira et al 2013 & Smith 2015). Quantitative research creates data through the practice of large-scale investigation, using techniques such as questionnaires or organised interviews (Smart and Creelman 2013). This study adopted descriptive quantitative survey and correlational method, which includes gathering, classification and presentation of data that prompted thorough analysis and discussions of contents studied. The aforementioned method was deemed suitable for the assessment of performance elements and their contributions towards institutional growth.

Research Area and Sampling Technique: This study was conducted in the circumference of the capital city of Sierra Leone (Freetown), which host organisations used as case studies. It focused on assessing performance elements within two financial institutions (specifically Sierra Leone Commercial Bank and Rokel Commercial Bank – Sierra Leone Limited) to ascertain the impact of performance management systems and procedures on institutions development. Selecting appropriate sampling techniques depends on one's research questions and objectives. Afterwards, one's desire to have close contact with respondents in a certain area where his/her sampling frame is, may influence his/her choice of probability sampling technique (Gomes-Mejia et al 2012, Winerip 2013 & Yildiz et al 2014). Sample should be selected from an entire population since it is impracticable for one to collect data from a whole population. Depending on the circumstance or case studies used, one might be able to collect data from two or three organisations (Giangreco et al 2012). Some research questions made it theoretically practical for the collection of data from an entire population; however, that could be prevented with the cost involved in the process (Gupta and Upadhyay 2012 & Youngsang and Robert 2013). More time can be spent in designing and piloting data collection for small samples, which shows high level of accuracy than larger samples. Collecting data from a small sample is more detailed and interviewers engaged in such process can exhibit high quality and efficiency in the process of obtaining data (Yousefi et al 2016, Zhao and Liu 2015 & Zafar 2015). Each case selected from a population using probability sampling is known and there is a likelihood that all cases within such frame equally have the chance of been understood clearly (Dineen and Williamson 2012). This shows that, there is a possibility to respond to research questions accurately to achieve the objectives required to strategically estimate the characteristics of the population from the sample drawn (Zwick 2015 & Edler et al 2012). Simple random sampling also referred to as random sampling requires the selection of samples at random from sampling frames with the aid of a computer or random number table. When a sampling frame is chosen and requires a representative sample size to be selected, further steps necessitates the selection of the most suitable sampling technique to obtain a representative sample (Winerip 2013, Youngsang and Robert 2013, Yildiz et al 2014&Yousefi et al 2016). This investigation employed probability sampling and adopted simple random sampling procedures, which facilitated the selection of sample units from the sample frame; such processes are deemed more suitable for this endeavour.

Population and Sample Size: The size of sample needed and structure of sampling frame and sampling technique may influence one's decision in a research process. The larger the sample size, the lower the likelihood of experiencing error in generalising the population (Edler et al 2012, Zwick 2015 & Dineen and Williamson 2012). The sample size selected is governed by the level of assurance that the characteristics of data collected, represents the total population. The required accuracy made from selected sample, types of analysis undertaken, that is; categories in which data are subdivided shows minimum threshold for numerous statistical techniques for each cell and the population from which representative samples are drawn (Yousefi et al 2016,

Zeffane et al 2017, Zhao and Liu 2015 & Youngsang and Robert 2013). Nevertheless, it is worth remarking that, unbiased larger sample size serves as credible representative sample of a population from which they are drawn than smaller samples and the mean calculated for such sample is more likely equal to the mean for the population (Gomes-Mejia et al 2012, Winerip 2013 & Giangreco et al 2012). This study used a sample size of 200 employees from two financial institutions. The selection process of sample units range from nonsupervisory to managerial employees and sample selected serves as satisfactory representative sample for this study.

Data Collection Instrument and Procedure: When questionnaires are designed to obtain primary information, preliminary acquaintance must first be done to establish familiarity with interviewees or participants (Amaratunga 2002). Pre-notification on data collection was done by sending letters to institutions imploring them to grant permission in order to prevent rejection or ineffective participation in the research process. Questionnaires are relatively easy to use, inexpensive, and are often the more reasonable substitute for quantifying unobservable paradigms such as attitudes, values and preferences, intentions, and personalities (Fletcher 2001). Questionnaires and interviews are usually conducted for the purpose of asking questions to ascertain people's thoughts about, and feelings towards, issues, events, behaviours, and so on (Winerip 2013). This study obtained first-hand information with the aid of questionnaires. 250 questionnaires were circulated to respondents, however, 200 were retrieved which classify sample units as follows: 120 men (60%) and 80 women (40%). We adopted the Linkert scale system, which shows the following description: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree.

IV. RESULTS AND DISCUSSION

Table 1: Descriptive Statistics on the distribution of respondents profile on training and development

	N	Range	Minimum	Maximum	Mean	Std.	Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Statistic	Statistic	Statistic
Gender	200	1	1	2	1.40	.035	.491	.241	.411	.172
Age	200	3	1	4	2.50	.073	1.027	1.055	.000	.172
Designation	200	3	1	4	2.65	.079	1.111	1.234	-.162	.172
TSCBOD	200	1	1	2	1.60	.035	.491	.241	-.411	.172
TPPIE	200	2	1	3	2.25	.054	.768	.590	-.461	.172
TIEMPL	200	2	1	3	2.35	.051	.728	.530	-.649	.172
ESCIST	200	1	1	2	1.55	.035	.499	.249	-.203	.172
OPETETP	200	2	1	3	2.25	.054	.768	.590	-.461	.172
TCPEEL	200	2	1	3	2.30	.051	.716	.513	-.515	.172
ETPRPF	200	2	1	3	2.25	.054	.768	.590	-.461	.172
KTIOP	200	2	1	3	2.30	.051	.716	.513	-.515	.172
ETPEECE	200	2	1	3	2.35	.051	.728	.530	-.649	.172
TEPCD	200	1	1	2	1.55	.035	.499	.249	-.203	.172
Valid N (listwise)	200									

Training and staff capacity building is a strategic component in organisational development, which increases employees' skills and competencies for exceptional job performance. However, financial institutions have expressed several concerns about the huge cost involve in conducting strategic training and such challenges have led to drawbacks in the competitive landscape. The conduct of this investigation considerably include gender, age and designations of respondents. This study used a sample unit of 200 respondents from two financial institutions, which are classified as 120 male and 80 female. The age classification range as follows: 18-25, 26-35, 36-45 and 46+. Designations of respondents are categorised as Technical/clerical, Supervisor, Manager and Professionals. Reviewed pieces of literature describe the comprehensive significance of training and development; however, there are no indications about the contributions of training and development towards increasing employee performance and organisational development. In the analysis conducted on data obtained from survey, respondents noted that, training and staff development is a considerable organisational development strategy, which increases employees motivation and performance level. Regarding planning for the conduct of training programmes, respondents indicated that, training programmes are well planned and effectively implemented. Increase in employees skills and competencies is most times determined by effective and efficient training programmes conducted by organisations. Survey results shows that, strategic training programmes conducted by the banks develop employees skills and competencies for effective job performance. Outstanding performance is the principal focus of every organisations workforce, since achieving target set,

helps to retain high-class performers. However, respondents registered their opinions that, exceptional performance is enhanced through efficient training programmes organised by the banks, which increases employees' efficiency level. Authorities in institutions usually identify performance fissures in the implementation of strategic activities, which specialists note that such problems are most times caused by of lack of effective training and staff capacity building. However, respondents established that, training programmes organised by the banks reduces performance fissures and knowledge employees gain in training is transferred to their daily routine work, which improves organisational performance. Competitive advantage has been the thrust of many corporate institutions since gaining such advantage classify organisations at strategic level in the competitive landscape. In relation to aforesaid, respondents indicated that, an efficient training programme empowers employees for competitive excellence and facilitate the enhancement of professionalism and employee career development. Results obtained in this segment has comparative significance to studies conducted by Abbas and Yaqoob (2009), Cosh and Weeks (2000), Hill and Stewart (2000) & Kennedy et al (2013) in their investigations about the role of training on employee performance. However, this study demonstrate distinct contributions about the impact training programmes have on employee performance and organisational development.

Table 2: Descriptive Statistics on the distribution of respondents on high employee engagement and commitment

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic
CAOCS	200	2	1	3	2.15	.056	.794	.631	-.275
TOPASED	200	2	1	3	2.25	.054	.768	.590	-.461
TEJPSO	200	2	1	3	2.20	.053	.750	.563	-.346
ESCEE	200	2	1	3	2.30	.051	.716	.513	-.515
MDPISW	200	2	1	3	2.25	.054	.768	.590	-.461
ESEIP	200	2	1	3	2.30	.051	.716	.513	-.515
EEEEEM	200	2	1	3	2.25	.054	.768	.590	-.461
EEDPD	200	2	1	3	2.30	.051	.716	.513	-.515
ESEEP	200	2	1	3	2.30	.051	.716	.513	-.515
HEEMS	200	2	1	3	2.25	.054	.768	.590	-.461
Valid N (listwise)	200								

Modern enterprise operations requires effective employee engagement that cultivate the notion of exceptional performance. Achieving and exceeding targets, emanates from a diligent workforce, whose competencies is facilitated by effective engagement. For competitive advantage to be achieved and maintained, unceasing staff engagement is required. Reviewed pieces of literature did not establish specific elements that constitute effective engagement; however, survey data disclosed relevant issues surrounding staff engagement which note that, the various banks offers career advancement opportunity to all categories of staff as engagement strategy. Regarding skills development, respondents indicated that, the banks provide adequate support for employee skills development to enhance exceptional performance. Effective job performance requires adequate tools to empower institutions workforce towards addressing performance challenges. In this regard, respondents emphatically stated that, tools for effective job performance are evident in all sectors of the financial institutions. Respondents disclosed that, because of the banks constant engagement with employees, it cultivate a system of self-improvement, which give staffs confidence to perform their duties efficiently. Employee wellbeing is a great concern towards job satisfaction and retention; however, turnover or attrition is normally triggered by the negligence of staff welfare, which disrupt the smooth flow of organisations operations. In this regard, respondents established that, management demonstrate profound interest in staff wellbeing, which give employees confidence to remain in the institutions.

Thorough data analysis disclosed that, effective and efficient staff engagement enhances employee motivation, which further increase performance and productivity. Constant staff engagement identifies deficiencies, which respondents note that, engagement decreases performance deficiencies and address critical challenges encircling the achievement of strategic objectives. Respondents further noted that, effective staff engagement leads to outstanding performance and minimises employee turnover. Results achieved in this study about high employee engagement is supported by studies conducted by Mone and London (2010), Bailey et al (2001) & Gupta and Upadhyay (2012) in their quest to discover factors influencing performance with specific emphasis on engagement.

However, distinction between this study and previous research on engagement is that, previous studies focus on specific drivers of engagement whilst this study categorically examined engagement from a wider spectrum of organisational development. In this regard, this study has been able to establish employee engagement influence on performance and organisational development.

Table 3: Descriptive Statistics on the distribution of respondents on rewards and compensation

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic
TOOECS	200	2	1	3	2.20	.053	.750	.563	-.346
SCAJGPS	200	1	1	2	1.55	.035	.499	.249	-.203
ARABEP	200	2	1	3	2.25	.054	.768	.590	-.461
ERSWP	200	2	1	3	2.30	.051	.716	.513	-.515
TOREIC	200	2	1	3	2.20	.053	.750	.563	-.346
EREPT	200	2	1	3	2.30	.051	.716	.513	-.515
FREAIEM	200	2	1	3	2.25	.054	.768	.590	-.461
CBPOCE	200	2	1	3	2.30	.051	.716	.513	-.515
FIAEP	200	2	1	3	2.30	.051	.716	.513	-.515
CICES	200	1	1	2	1.60	.035	.491	.241	-.411
Valid N (listwise)	200								

Rewards and compensation plays a pivotal role towards influencing employees' performance for competitive excellence. Numerous schools of thought and management practitioners have established uncountable reasons that influence employee performance with specific emphasis on rewards. Equitable distribution of rewards necessitate exceptional performance and serve as contributing factor towards retaining high-class performers. Facts derived from reviewed literature noted that, rewards play a contributing role towards triggering performance. However, specifications such as financial and nonfinancial rewards are not dealt with separately and emphasis on their contributions are not evident from facts derived from the review process. Nevertheless, facts obtained from analysis drawn from survey data established that, the banks operate efficient compensation systems, which allocate rewards according to job grades. Respondents indicated that, additional allocations are made based on employees' exceptional performance, which exceeds performance target. Regarding employee recognition for innovate contributions, respondents emphatically stated that, employees are recognised and rewarded for satisfactory work performance and innovative contributions towards organisational development. Performance targets are set in every spheres of organisational operations to ensure the attainment of standards. Analysis of data obtained from survey shows that, employees at the various financial institutions are recognised for exceeding targets. In addition, respondents also indicated that, annual recognition events held by the banks increases employees' motivation level. Respondents further registered that, employees are offered comprehensive benefit package, which probably influence their commitment towards achieving strategic objectives. Regarding the role incentives play towards influencing exceptional performance, respondents specified that, financial inducement accelerate outstanding performance. However, further indications shows that, compensation influences competitive excellence and sustainability. Facts derived from survey data regarding rewards is supported by results obtained from studies conducted by Risher (2003), Jane (2010) &Armstrong and Stephens (2006) in their determination to establish the role incentives play towards employee performance. Interestingly, results of this survey made distinct contributions that is not evident in previous studies.

Table 4: Descriptive Statistics on the distribution of respondents on performance appraisal

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic
TOPMSE	200	2	1	3	2.20	.053	.750	.563	-.346
OUICSA	200	1	1	2	1.55	.035	.499	.249	-.203
AEECP	200	2	1	3	2.30	.051	.716	.513	-.515
PACEEEL	200	1	1	2	1.55	.035	.499	.249	-.203
ARPCBP	200	1	1	2	1.55	.035	.499	.249	-.203
PCAP	200	2	1	3	2.25	.054	.768	.590	-.461
PSEFDO	200	2	1	3	2.30	.051	.716	.513	-.515

PACFS	200	2	1	3	2.25	.054	.768	.590	-.461	.172	-1.168	.342
PRDBO	200	2	1	3	2.30	.051	.716	.513	-.515	.172	-.918	.342
EAPRMD	200	1	1	2	1.55	.035	.499	.249	-.203	.172	-1.979	.342
Valid N (listwise)	200											

Assessing employees performance level is determine by a structured staff appraisal mechanism, which identifies employees' efficiency level. Promotions and recommendations for further capacity building emanates from results obtained from an efficient employee appraisal system. In this regard, the conduct of such process should be free from resentment and biasness as it jeopardises the credibility and trust of institutions performance appraisal system. Pieces of literature reviewed in support of institutions appraisal system did not disclose effects of staff appraisal on organisations development. However, survey information indicates that, the banks have efficient performance management systems that identifies outstanding and underperformers, which facilitate further capacity building to strengthen low-class performers. Respondents disclosed that, institutions constant engagement on employee counselling, improves performance appraisal results. Further indications disclosed that, staff appraisal discloses employee efficiency level, which determines performance outcomes. Respondents noted that, the conduct of staff capacity building emanates from results obtained in appraisal process, which indicates deficiencies that triggers further actions for staff development. Respondents established that, performance challenges identified in the appraisal process are acted upon promptly to prevent an extension of such unpleasant process. Regarding the evidence of standards in the various sectors of the financial institutions, respondents firmly supported that standards are evident in all functional departments in the banks. Consultations on the conduct of an efficient staff appraisal is relevant for ease of the process. However, respondents registered that, performance appraisal consultations are fruitful and sustainable, which improves results obtained in evaluations. Descriptive analysis of survey data disclosed that, performance rating are based on results obtained in evaluations, which helps management to make strategic decisions. This result is supported by numerous studies conducted by Boselie and Boon (2005), Brown et al. (2010), DeNisi and Pritchard (2006), Fletcher (2001) & Giangreco et al (2012) in their investigations on employee appraisal. Nevertheless, previous studies laid emphasis on theoretical significance whilst this study emphasises on practical significance of the subject matter, which exhibit significant contributions of this study to organisational development.

Table 5: Correlations between training and performance, compensation and performance and rewards and performance

	1	2	3	4	5	6	7	8	9	10
TOPMSE	1.000									
TIEMPL	.883	1.000								
OPETETP	.959	.921	1.000							
KTIOF	.917	.954	.959	1.000						
ESEIF	.917	.954	.959	1.000	1.000					
EEDPD	.917	.954	.959	1.000	1.000	1.000				
ESEEP	.917	.954	.959	1.000	1.000	1.000	1.000			
ERSWP	.917	.954	.959	1.000	1.000	1.000	1.000	1.000		
EREPT	.917	.954	.959	1.000	1.000	1.000	1.000	1.000	1.000	
FIAEP	.917	.954	.959	1.000	1.000	1.000	1.000	1.000	1.000	1.000

This study established constructive and positive correlations between compensation and performance, training and performance and engagement and employee performance. It is evident that, a well capacitated workforce with the required skills and competencies exhibit outstanding performance, which leads to organisational development. It is further noted that, an efficient training and development programme determines performance improvement, which strengthens organisations human capital for competitive excellence. However, strategic employee engagement facilitate commitment and prevent turnover. Management's commitment in engaging employees instils a culture of high-class performance, which position institutions strategically in the competitive landscape. The relationship between rewards and performance demonstrate a unique segment of exceptional performance. Incentives are classified as the most influential elements that triggers employee performance. Implementation and equitable distribution of financial and nonfinancial rewards, influences employee retention. Comparative significance between training and performance demonstrate that, performance improvement is orchestrated by employees increased skills and competencies. In addition, effective engagement influences staff commitment, which leads to organisations citizenship. The connection between staff capacity building, high

employee engagement and compensation, facilitate exceptional performance, which enhances organisational development.

V. CONCLUSION

Investigating performance from a wider spectrum of organisational development encompasses many considerable elements that requires critical assessment for competitive advantage. Performance management plays a significant role towards effective and efficient management of institutions operations. However, numerous practitioners underscored that, sustainable enterprises are those that have efficient performance management systems. Such facts is substantiated by quantum of publications on performance management. This study however, assessed the effects of performance management systems and procedures on organisational development. In this regard, considerable pieces of literature was reviewed which established significant contributions made by numerous researchers. This study employed descriptive quantitative and correlational methods, which facilitated the gathering, classification and presentation of data that enabled descriptive analysis and constructive discussion on the subject studied. Primary data obtained in this study was facilitated by questionnaires distributed to financial institutions, which revealed significant issues about the subject matter. Retrieved survey information established that, training and staff capacity building enhances employees' skills and competencies for effective job performance. Further highlights stated that, high employee engagement and commitment increases staff motivational level towards exceeding performance targets. Considerable facts established about incentives indicated that, judicious use of financial and nonfinancial rewards stimulate employees extrinsic towards achieving exceptional performance. The relationship between training and performance, engagement and performance and rewards and performance established that, such elements constitute the growth and sustainability of financial institutions. This study is noteworthy to strategic management practitioners, human capital development specialists and general management consultants as it serves as reference manual towards organisational development. However, further examination on the subject matter could be done through an assessment of individual components, expansion of sample frame and or sample size or perhaps employ different methods of data collection or analysis.

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