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High Performance Working

By Mesfer Alsubaie

Saudi Arabian Cultural Mission, United States

Abstract- The performance management makes sure that employees are aware of the goal and objective that they have to achieve. The organization has certain goals and objectives. And it is the best in interest of organization of company and employee that the objectives of both must be in sync. Thus setting up objectives in advance helps the company and organization to be in same page. Further performance management helps the employee to grow with the company. Further this is a process that eliminate the difference and conflicts between the two. Performance management also helps in identifying key resource for the organization who can be rewarded and groomed to be the stars of the future (Walton, R 1985). Further performance management also helps in setting up the reward structure as to what kind of performance must get what kind of award. These incentives the employee to see what is expected and what in return they are going to get.

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I. INTRODUCTION

High Performance working is characterized to be a regular way of dealing with employee in associations with the goal of achieving best possible worker contribution and duty to accomplish the goals of best possible performance (Ashton, D 2002). High Performance Working is essential since just by increasing the availability of good skills and knowledge at the workplace does not necessarily means that there will be increase in the performance at the workplace. It does not ensure that having skills at the work place will bring about profitability and good employee engagement. These abilities should be utilized and connected adequately as a part of the work environment. HPW practices cover a scope of ranges, including ways to deal with work association, relationship with employees, mentoring and leadership and the development of the organization. The work practices that are taken care of in high performance working organizations aims at achieving high level of engagement of employees at the workplace by motivating them and giving them the required skills so that they can be effective in doing their work. HPW includes the uniting and execution of a number of practices comprehensively to successfully and profitably run an association. It depends on conclusions made from theories that individual and performance of the organization is influenced by the way work is outlined and composed, chances for employees to participate in the decision making capacities and learning of staff, and

their inspiration to partake and being efficient in their work (Becker, B 1998). Nick Holley has stated that the main problem with this construct in numerous associations is that it has turned into an 'answer searching for an issue' While there is a considerable data that recommends there is a strong relationship between worker engagement and firm's progress, Various studies have proved that that engagement does not drive firm execution, but execution drives engagement. So employee engagement is one of the practices in HPW.

II. HIGH PERFORMANCE WORKING BENEFITS

Benefits from expanding the utilization of High Performance Work practices gives an exponential result because there comes a synergy from various departments by adopting HOW practices. But associations should underline distinctive practices, and plan altogether different ways to deal with HPW. For illustration, the strategy for one association might be on exhaustive imparting skills to employees through trainings and develop them so that they can perform their work with high efficiency but for other it could be management of performance that focuses on objective setting. There are lot of research that have examined the impacts of High Performance Working practices and has found that it depends on gathering the practices to frame worldwide standards. But this may cover contrasts between associations with entirely distinctive ways to deal with administration. For illustration, one association could actualize salaries on the basis of performance and merit and profit-sharing and another actualize quality circles, collaboration (Menzes, L 2005).

a) Models in High Performance Working

Below is the model that High Performance Working follows. This model is based upon two variables which are known as development and deployment of the skills that a particular employee possesses in the organization. Here the entire wheel is divided into 4 quadrants as shown in the figure below. The 4A's as we can see clearly defines the skills sets of an organization which can make or destroy the productivity of organization therefore High Performance Working practices are needed to align these employee skills to the goals of the organization in order to have a sustain growth.

Boxall (2005) have figured out various parameters which are part of high performance working practices and are as follows:

1. Training and development
2. Reward & Recognition
3. Contingent Pay
4. Performance Management
5. Properly managed employee life cycle

So if talk about the bundle of high performance working practices then concepts stated above are the one that forms it.



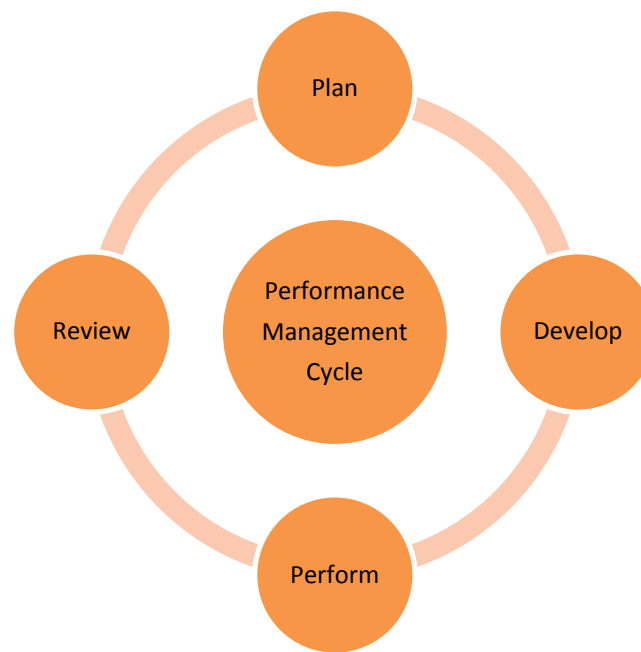
b) Amo Model for HPW

Another Model that explains about how high performance working is related to sustain growth of the organization. AMO is the popularly known model that explains this. A stands for capabilities or abilities of the employee and it is evident from the word itself that the ability to perform depends directly on the ability of the employee to perform in their work and be productive. Proper training and development programs should be in place to train the employees on the skills required for performing their job. Also employees should be cross trained so that they can multi task. Therefore, it is a very important component of high performance working that proper training and development should be in place to enhance the abilities of the employee. M stands for motivation which is again related to the performance of any organization (Guest, D 2000). If employees are highly motivated, then they will be productive at work which in turn enhances the performance of organization in return. Thus it becomes mandatory for organization to have motivational programs in place in order to boost the energy of their employees. Motivation again has a co-relation to the skills possessed by the individual. If the employee is given a task which matches its skills, then he or she will be highly motivated to perform that job and hence productivity will be high. The "A" and "M" segments for quite some time been key to individual-level speculations backing up the performance at the job by employees. The extra element of the AMO model is that it makes note of the workplace in which people utilize their capacities and inspiration. "O" in this model stands for the opportunity that employees have in the organization to perform a particular job. Thus even if the employees are highly motivated and have the required skills to perform a job in the most efficient manner but they do not have the opportunity to work on any job than there is no use of the skills possessed. Hence for any

organization to be high performance working there should be a balance among the three variables which are ability to perform the job in effective manner, employees should be highly motivated for their work and finally they should be given ample opportunities to perform the job. So AMO model should be followed in order to accomplish the goals set by High Performance Working organization and it is considered as one of the best practices. In totality this model AMO accounts for the performance of each employee in the organization. When we see from the hierarchical level, HPWPs structure an administrative framework, the aim of which is to improve workforce association, workforce capacities and workforce demeanors that together add to the performance of the organization. In pursuit of having high performance working capacity, it is conceivable to practice these theories for example, preparing, pay and offering succession planning (A, M) without changing the work framework (O) (Guest, D 2003)

c) Performance Management

The performance management is a 4 stage cycle. The performance appraisal starts with planning where one plan in advance as to what he is trying or going to achieve. This includes setting up objectives against which the performance would be judged. The next stage is developing which refers to someone ability to go ahead and do the tasks assigned to them. Perform refers individual doing the job. Review refers to the judgement on the performance and rewarding to the incentives assigned to the performance.



d) *Role of Trust in HPW*

Trust is one important factor that organizations should develop with their employees to have a good environment at the workplace. It is a common understanding that it is the responsibility of leaders to make sure that their employees have trust in them because as power increases employees start to lose trust in their leaders so it is the responsibility of leaders to make sure that they interact enough with their subordinates so that there is an environment of trust in the organization (Lawler, E 1998). Trust is important because it instills a feeling of motivation in employees and they work at their highest level of performance. Therefore, instilling trust in the employees is one of the factors which have to be involved in high performance working practices to sustain the growth of organizations. Following are the ways in which trust can be established:

Making a connection with the employees is one way of building trust with them. This can be achieved by organizing team outings where everybody is invited and leaders should take the initiative to interact with the employees and make them feel comfortable (Purcell, J 2003). Sharing ideas with employees and let employees share the ideas with the leaders. Leaders in this process should acknowledge the ideas by the employees as in that case they feel listened and trust is built that they have value in the organization.

Being transparent & truthful with employees creates an environment of trust. Leaders should clearly set out the goals and objectives for each business unit so that there is transparency in terms of the roles and responsibilities and hence it creates a better clarity and employees know what is expected out of them and they deliver as per the expectation with full motivation which drives the growth of organization.

Encouraging employees rather than just ordering them to do a certain job motivates them better and they feel more responsible and accountable towards their job because they feel motivated to do the job as they get the support from their leaders and hence deliver at their highest performance level (Thomson, M 2002).

Communication is defined as the procedure of conveying thoughts, data, knowledge and information with others in a specific time and place. Communication comprises of speaking, writing as well as nonverbal correspondence which are the gestures, face expressions etc, visual correspondence where the ideas are expressed with the help of drawings, any sort of video and finally electronic correspondence using handsets, emails etc. Communication is a key a portion of individual life and is likewise imperative in business, training, and whatever other circumstances where individuals experience each other. Successful communication in the work environment has a very major part in growing enduring affinity with the peers, which will likewise prompt a work in advancement at workplace. Communication in the organization have numerous forms and has a direct impact on the employee's driving force at the workplace (Stevens, J 2002).

Proper employee engagement activities should be in place so as to better motivate employees. HR department should think of engaging employee engagement activities that so that rather than taking the engagement activities as stress employees willingly take up the activities and better engage in the learning and development activities and get the skills which are required for successful completion of the job (Walton, R 1995).

III. CONCLUSION

As we have seen in the report that high performance working organizations should take care of their employees in a better manner so that the skilled labor do feel engaged and they work for the achievement of goals and objectives of the organization and hence ensures the sustain growth of the organization through their highest level of performance. Having skilled labor in the organization is one thing however it is the responsibility of HR department to make sure that all the employees are allocated to the right job so that feel motivated to work in the jobs they are performing and it is a well-known fact that when employees are motivated then employees are productive in nature and it will directly relate to the enhanced performance of the organization (lawler, E 1998)

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