

**PERFORMANCE MANAGEMENT PROCESS AND HOW IT AFFECTS
EMPLOYEE ENGAGEMENT IN THE FOODSERVICE SECTOR IN
DUBLIN, IRELAND**

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MSc. in Management

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Submission of Thesis and Dissertation

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Abstract

The aim of this study was to evaluate the performance management process and how it affects staff engagement in the foodservice sector in Dublin, Ireland. The study specifically; identified the standard performance management systems in the food services sector in Dublin and evaluated the impact of performance management systems on employee engagement. The research was carried out using a quantitative approach, and the sample for the study was selected using non-probability sampling. Data was collected with the help of a structured questionnaire which was transformed into an online survey and sent to 60 randomly selected participants out of which 52 responded accurately to the survey. The data collected were analysed using descriptive statistics of frequency, mean and standard deviations which were presented on charts and tables while the hypothesis was tested using Pearson moment correlation. The result also showed that some firms in Dublin food services sector adopt a good performance management approach. The result further showed that the performance management systems put in place in this organizations had affected employee concern for company goals positively, greatly improved cooperation and communication among employees and between employee and management and has improved employees' performance and attitude. The study further recommended that a fair and just rewards system should be put in place that rewards and recognizes employees who have gone above and beyond and excelled at their job, as an engaged workforce has numerous benefits to the organization and the business as a whole by increasing customer loyalty, reducing turnover, increasing creativity and innovation and productivity.

Keyword: employee engagement, performance management, foodservice sector,

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CHAPTER ONE

INTRODUCTION

Background of the Study

There exists numerous enterprise these days that are relying on human resource (HR) in the quest of attaining business success and competitiveness. The notion that employees are the resources and assets of an enterprise is linked to the resource-based view. This suggests the need for an enterprise to device appropriate strategies in the quest distinguishing, empowering, measuring, assessing, improving as well as compensating employees' performance in the workplace. As indicated by Stevers and Joyce (2010), both the performance management (PM) and appraisal System (AS) have come to assume a fundamental job in helping an enterprise to arrive at their objectives of profitability. Truth be told, HR management practices could impact the practices of individual workers. The effect of HR practice on workers' dedication and execution relies upon workers' perception and assessment of these practices (Guest 2009).

PM is a procedure for guaranteeing that workers give due attention to their job in a manner that adds to the accomplishment of an enterprise mission and overall goals. PM incorporates different sorts of PM forms which require that both the managers and supervisors to manage the performance of their members of staff. Such that every firms' policies ought to indicate how the PM framework will be done. In other words, firms ought to embrace PM that is consistent with the prerequisites of the policy that is appropriate for the work performed, as well as firms' long-term mission.

Along these lines, it is significant that this present dissertation is conducted because it will be extended existing literature on PM and AS in other to develop a comprehensive performance system for the food and service industry in Dublin. Additionally, there is a significant need for workers and managers to be aware that both PM and PM systems are the fundamental drivers of enterprise success or failure. This is because unhappy employees or those that do not concur with an enterprise PM system are probably going to be reluctant to take a functioning part in the business process since they don't perceive it as valuable. The after effect leads to a reduction in overall performance and productivity since employees' performance is ineffectual. To this end, this study will be important for any enterprises since employee's commitment have a significant

association with the overall performance of an organization. Likewise, an understanding of the role of HRM practice in impacting worker engagement might assist firms in implementing a superior management system and expands both workers' and firms' performance.

Employee engagement is likewise gaining extensive interest because of the advantages it offers organizations. Mullins (2007) discussed the need of HR experts to reconsider ways to make adequate utilization of an enterprises' human capital as a method for expanding firms' productivity, quality and innovativeness. Likewise, Ferguson (2007) featured that engagement of employees is observed as the way to sustain an organization's competitive advantage. A few advantages incorporate expanded profitability, more significant levels of productivity, more prominent innovation and creativity, reduction in the rate of employees' turnover and absenteeism, more elevated levels of inspiration, fulfilment and high morale among the workforce. In this manner, it tends to be the best practice for firms in the quest of gaining employees' engagement. Kahn (1990) described engaged employees as a readiness to contribute sufficient personal resources such as time and efforts in a bid to accomplish their task, and that their engagement is at its most prominent when the individual is exerting energies into physical, intellectual and enthusiasm.

The foodservice sector in Ireland has experienced dramatic growth over the last few years, for instance, according to the 2018 report by Technomic, Irish consumers spent €8.2 billion on out of home food & beverage. Most consumer spending (approximately 91%) occurs in commercial segments, including quick-service restaurants, hotels, coffee shops and cafes, full-service restaurants, and pubs. However, because of this enormous increase in the performance of the foodservice sector in Ireland, this dissertation is academic research which tests how a performance management system influences employee engagement. This dissertation will comprise of a literature review which will comprise of a conceptual framework, theoretical framework and an empirical review of related literature about the performance management system and performance management which will be based on a critical evaluation of academic journals rather than just a summary of textbooks. The research will be carried out via a survey questionnaire that will be distributed on-site in the organization across various categories of employees. The survey questionnaire will be kept anonymous for confidential and ethical reasons. The survey questionnaire will be made up of

closed-end questions, statements which require the use of the Lickert-scale and an open-ended question requesting suggestions by employees to be made on how to keep staff engaged.

1.2 Problem Statement

Performance management (PM) is significant for any enterprise that enables them to guarantee the workforce are striving to add to the accomplishment of the organizations 'strategic goals (i.e. mission and objective). P.M defines what is expected from employees in terms of their performance, which encourages them to work harder in line with firms' expectation. Also, A P.M system brings about a comprehensive and expert management process for an enterprise to evaluate the level of the overall performance of both employees and organization. Thus, the engagement of employees' can be attained by assessing and supporting it. Macky and Johnson (2000) emphasized the significance of P.M system as continuous improvement of the overall performance of an organization that could only be accomplished by enhanced employees' commitment. Thus, enhancing human resource engagement through the utilization of P.M system is an approach to expanding an enterprise performance. Therefore, in this dissertation, the researcher will investigate the relationship between the performance management system and employee engagement empirically. And how could the different stages in the performance management system influence employee engagement, respectively?

1.3 Purpose of the Study

The main objective of the study is to evaluate the performance management process and how it affects staff engagement in the foodservice sector in Dublin, Ireland. Other specific objectives are.

- i. identify standard performance management systems the food services sector in Dublin Ireland
- ii. evaluate the impact of performance management systems on employee engagement in the food services sector in Dublin, Ireland

1.4 Research Questions

The following research question will guide this study.

- i. What are the standard performance management systems in food services sectors in Dublin, Ireland?
- ii. What is the impact of performance management systems on employee engagement in the foodservice sector in Dublin, Ireland?

1.5 Significance of this study

This research will demonstrate to the rest of the management team the value that lies in a PMS if it is implemented correctly. This research will help managers in the foodservice sector review their performance management systems to determine if it has a positive or negative effect employee. It will also assist in identifying a PMS that can be implemented in the rest of the company and improve the engagement levels of employees. This research will enable them to assess the level of engagement or disengagement among employees of different categories. Finally, the study will be relevant to future researchers in the field of human resource management by providing further insight into employee engagement and performance management and help in determining areas for further research.

1.6 Hypothesis Testing

The Hypothesis for this research is:

H1o: Performance Management does not have any effect on Employee Engagement.

1.7 Structure of the Dissertation

Chapter One: This chapter introduces the area of the proposed dissertation and its significance in investigating the performance management process and employee engagement within Ireland's foodservice industry. It also outlines the purpose and objectives of the dissertation, while giving a brief background into the organization and the services they provide.

Chapter Two: Review's the literature surrounding the broad area of performance management processes and employee engagement. This chapter looks at the current literature available on performance management and employee engagement and its importance, definitions of performance, performance management, engagement,

measuring employee engagement, dimensions of engagement, drivers of engagement and barriers of employee engagement and disengagement. The theoretical perspective will, likewise, be justified in this section.

Chapter Three: Looks to how the research strategy will be employed and how data will be analysed.

Chapter Four: Initial findings will be detailed and discussed with reference to their relationship with the questions posed. Data displays are utilized to summarize the findings discussed in each area and will conclude with a summary of the findings and their relationship to each other. Will also discuss a summary of the results of the study, detailing the main findings and their relationship to the research objectives and questions. Findings will be presented in graphs, pie charts and bar charts.

Chapter Five: will discuss the findings of the study in relation to other researchers works.

Chapter Six: will draw conclusions from the data gathered. The author will also issue recommendations for consideration to the organization for the future of Employee Engagement.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

This sub-section will critically analyse, with detailed definitions and meaning of the various concepts involved in this dissertation, such as performance management, employee engagement, as well as the food services sector.

2.2 Performance Management (PM)

The investigation on PM is known within the study of HR management. In an attempt to define Performance, Lebas (1995) described the performance as the deployment and management of the segments of the causal model to bring about the rapid achievement of set objectives in spite of the limitations or circumstance firms are exposed to. From an organisational perspective, Otley (1999) opines that an enterprise that performs well is said to effectively accomplish its set goal and objectives through the implementation of the right strategy. The AMO-model (Appelbaum et al., 2003) underlines performance as a component of workers' ability, motivation as well as an opportunity to take part in firms' objectives. This implies an enterprise will profit optimally when work processes are organised such that employees holding a non-administrative position can have an opportunity to apply personal initiative that can be accomplished through autonomy in decision-making and effective communication. Also, there is a need for employees to possess proper skills and knowledge for their effort to be effective. Consequently, an enterprise can accomplish this by attracting skilled workers and through the implementation of training and development programmes. Nevertheless, organisations need to motivate their workers to put up the best energy towards the accomplishment of firms' goals.

As indicated by Otley (1999), An overall performance management addresses such issues like: "that are the key objectives that are central to the organisation's overall future success, and how does it go about evaluating its achievement for each of these objectives? What strategies and plans have the organisation adopted, and what are the processes and activities that it has decided will be required for it to implement these successfully? How does it assess and measure the performance of these activities? What level of performance does the organisation need to achieve in each of the areas defined in the above two questions) and how does it go about setting appropriate

performance targets for them? What rewards will managers (and other employees) gain by achieving these performance targets (or, conversely, what penalties will they suffer by failing to achieve them)? What are the information flows (feedback and feed-forward loops) that are necessary to enable the organisation to learn from its experience) and to adapt its current behaviour in the light of that experience?"(Otley 1999, p12).

Fletcher (2001) provided a comprehensive definition of PM as follows "an approach to creating a shared vision of the purpose and aims of the organisation, helping each employee understand and recognise their part in contributing to them, and in so doing manage and enhance the performance of both the individual and the organisation" (p10). Additionally, PM covers a broad management process for assuring that workers concentrate on their job in a manner that adds to the accomplishment of an enterprise mission. PM comprises of three stages: (a) Establishing performance expectation for all employees; (b) keeping up a discourse among superior and subordinate to keep tracking performance target, and (c) estimating overall performance against performance desires (Fletcher, 2001). Armstrong (2004) characterised PM as a method of attaining better improvement of results from the entire enterprise through an understanding and maintenance of both the framework, performance targets, standards, as well as competency prerequisites.

Kandula (2006) described PM as follows "a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into performance" (p32). He further states that every individual has potential inside themselves in different functional areas. In any case, the use of this potential into performance target is regularly problematic because of several reasons. Therefore, PM is a driver that assist in translating potential into performance accomplishment by removing the complicatedness the human resource exhibit (Kandula 2006). Bacal (1999), exhaustively characterises PM as a continuous communication process that is adopted in an organisation to set up clear expectation relating to the job functions expected by workers to do. The contribution of employees' role to the overall goals of a firm; supervisor and subordinate relations; improving and expanding existing workers' performance; measures of the performance target, as well as recognising hindrances to performance and taking prompt actions to remove the barriers.

Both the general PM and human resource are similar in the sense that both try in setting goals to be accomplished; planning on how to attain the set goals; evaluating the outcome against desired results, taking feedback and remunerating performance.

Notably, the HR-related processes PM process centres around the management and motivation of worker or managers. Besides, the general PM was described more broadly than human resource PM in terms of goals and measures of goals accomplishment; it also considers both financial and meeting the aspiration of all stakeholders (Lawler, 2003).

The human resource PM focuses on expanding possible capacities of the human asset. The PM must be following the organisation's drawn-out policies (Kandula 2006). PM includes the management of workers' effort in line with measures of the desired outcome. In this way, figuring out what establishes great performance and how the various parts of increased performance can be estimated is basic to the structure and design of a successful PM procedure. Lawler (2003), argued the adequacy of PM is reliable when there are progressive feedback and utilisation of behaviour-based measures.

2.3 The Performance Management Framework

There are different models of PM in various academic writings. Moreover, each model has its significance as a framework for overseeing and coordinating both the firms' and employees' performance. PM includes various degrees of analysis and is interrelated to both studied of strategic HRM and performance appraisal. Various terms are used in describing PM activities in organisation settings, for instance, management by objectives (MBO), pay-for-performance (PFP), performance-based budgeting (PBB), as well as planning, programming and budgeting (Heinrich, 2002). PM system is observed as a method for assimilation of HRM activities with the business goals of an enterprise, in which the board and HR exercises are in cooperation to influence individual and aggregate conduct in assisting the firms' strategy (Rudman, 2003). Furthermore, there is a need for the PM system that fits with the culture of a firm.

PM framework is a sort of finished and coordinated cycle for PM. It emphasises on the constant improvement of firms' performance that is accomplished through enhanced performance of individual workers (Macky and Johnson, 2000). The goals of PM system regularly incorporate performance motivator, supporting the

development of employees' skills, creating a culture that encourages performance, figuring out who ought to be promoted, retrenchment of non-performer workers, and helping to actualise business strategies (Lawler, 2003). The primary reason for the PM framework is to guarantee that:

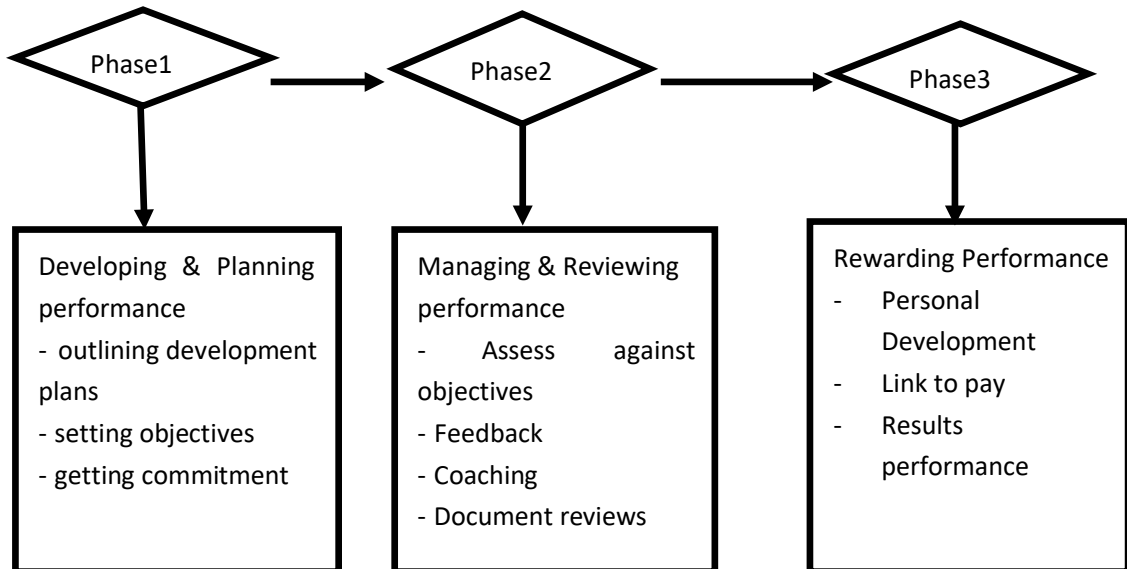
- i. The task performed by workers translate to that of the organisation;
- ii. Adequate understanding among employees on what needs to be done in terms of expected work target, and work quality;
- iii. Employees get progressing feedback as to how viably they are performing against the set expectations;
- iv. Awards and compensation increments that are based on worker performance are properly distributed;
- v. There are chances for workers' advancement; and
- vi. None-performer employees are addressed accordingly.

The design and implementation of the PM framework are fundamental for an enterprise. The design and implementation of the PM framework incorporate the development, arranging, overseeing, assessing and remunerating stage (Schneier, Beatty and Baird, 1987). A normal PM framework would include the communication of firms' mission to the members of staff; the establishment of individual employees' performance target in line with group performance and the firm's mission. Frequent appraisal of employees in line with the expected result; utilisation of these results for employees'.Advancement and the constant review of the PM framework to guarantee that it keeps on adding to the firms' Performance (Macky and Johnson, 2000).

2.4 The stages of Performance Management System (PMS)

The PM framework system incorporates the following: development, planning, managing, reviewing and rewarding phase (Schneier, Beatty and Baird, 1987). This is explained in Figure 2.1 below.

Figure2 .1: Performance Management System



Source: Drawn according to interpretation -Original source: Schneier, Beatty and Baird, (1987:98)

As highlighted in figure 2.1 above, PM framework comprises of three stages vis-a-vis: phase one is the performance planning and development that incorporates plotting improvement plans, setting targets and getting Engagement improved; the Phase two incorporates performance management and reviewing which incorporates assessing the outcome against the set objectives, supporting feedback, training and documentation exercises; while phase three is the rewarding performance that incorporates performance development in which performance outcome is linked to pay exercises.

Fletcher (1996) asserted that the PM framework approach ought to integrate firms' strategic mission and objectives, support adequate communication within the work environment. Employees' duties and responsibility should be stated clearly, designing performance measure and compensating performance, lastly upgrading employees' performance and crafting their career advancement. Schneier and Fletcher share different perspectives as regards PM. Fletcher pointed out the need to improve workplace communication, to enable the human resource to get to know about the firms' targets and strategy. Workers can proceed with continuous communication

during the production procedure, sharing information, examining challenges and supporting feedback.

Therefore, unambiguous and detailed employees' performance targets assume a pivotal job in helping organisations to act as per their business strategy and accomplish their strategic goals. Performance management exercises such as feedback, training, evaluation and remunerating are relevant in PM development. Likewise, as indicated by Fletcher (1996), persistent communication plays a significant role in performance management. The adequate flow of information between superiors and subordinates, as well as among employees, can assist in understanding overall goals and objectives, as well as daily task target. Next discussion is on the contents of the performance management system in each stage.

Level One: Performance Planning and Development

Planning is the primary level in the PM system process cycle that provides the platform for a successful procedure. Planning is a constant procedure in PM that ought to be accomplished properly (Schneier et al., 1987). Performance assists in bringing about commitment and comprehension as it integrates employees' task with firms' goals and objectives (Schneier et al., 1987). They are integrating and identifying key value indices of all stakeholders, such as investors, clients and employees. Armstrong and Baron (2004) described goals and objectives as something to be achieved by employees and firms over a defined period. Goals and objectives could be communicated as the target to be achieved—for example, increasing customer base, sales volume, stock level and among others. Armstrong and Baron (2004) further express that goals and objectives needs to be established and concurred upon. Objectives translate to the general reason for the task activity that defines areas of performance. In other words, it encompasses all the parts of the business that add to the accomplishment of general enterprise goals. At the same time, the expected outcome or targets are for performance areas.

Rogers and Hunter (1991) expressed that objective setting is the crucial viewpoint for an enterprise. They further showed that efficiency increases would correspond with the degree of top administration support for and workers' participation during the time spent setting objectives. This motivational procedure which likewise gives the individual the sentiment of being included, and makes a feeling of possession for

workers. Simultaneously, some portion of the planning stage incorporates the joint agreement on a proper advancement plan for the workers. This arrangement ought to be on essential abilities, practices, information and critical capabilities that will be required to accomplish the objectives and set targets. The improvement plan can likewise integrate long-term advancement activities derived from potential and high Performance (Nyembezi, 2009). Both the managers and subordinates participate in setting firms' goals and objectives during the planning stage. Also, objectives create a situation where an individual is evaluated by their performance output, coupled with established guidelines for assessment (Nyembezi, 2009).

Stage 2: Performance Management and Reviewing

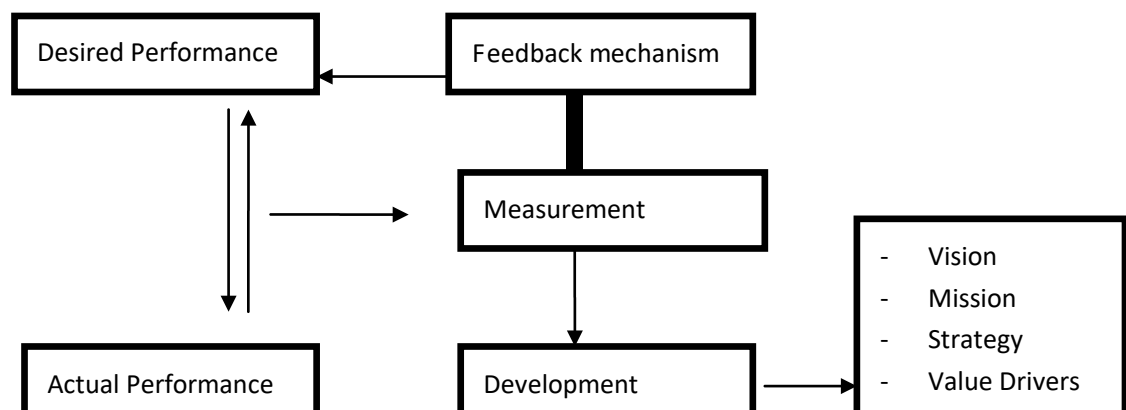
The second component of the PM system cycle is performance management and review. This component recognises PM as a procedure relating to performance appraisal initiatives (Schneier et al. 1987). As per Schneier et al. (1987), Workers are liable for dealing with their task performance. This includes: (1) keeping up a positive way to deal with work, (2) frequent check of the initial Objective to be accomplished, performance standards, employees' competency, (3) receiving feedback from superior, (4) giving feedback to manager, (5) proposing career improvement encounters, and (6) superior and subordinate cooperation, dealing with the PM procedure. In the second stage, improving communication within the working environment is significant for workers to know about targets and add to future advancement (Fletcher, 2001).

Amrstrong and Baron (2004) noted that PM is an instrument to guarantee that supervisors manage business operation successfully. PM framework ought to ensure that each worker or groups know and comprehend what is expected from them, and have the needed skill and capacity to work out these expectation and firms' support career development required to acquire the right skills to deliver firms' expectation—providing feedback to workers as to how they are performing and having the chance to examine and add to individual and group goals. Besides, as per Armstrong and Baron (2004), PM framework is about guaranteeing that supervisors are aware of the effect of their own conduct on the individuals they oversee and are urged to distinguish and display positive practices. This assist to differentiate from the actual performance and expected performance, so the result is assessed, and an improvement plan is set

based on the shortcoming of the strategy. This result additionally gives a feedback instrument to workers. The enterprise ought to concentrate on improving communication amid workers and among groups and supervisors so as to enhance the feedback and update the set objectives. It is significant for managers to build up an utterly coordinated system which empowers the various types of communication to add to the achievement of the company's strategic shared Objective (Marion, 1998). Besides, persistent communication or information sharing between an enterprises' strategic managers and its stakeholders ought to be designed in such a way that encourages Engagement to an organisation and be mindful of its changing business condition in attaining its aims (Welch and Jackson, 2007).

Performance reviews in the second stage can be viewed as learning events, where people could be urged to consider how and in which ways they need to advance. An earlier study of Ashford and Cummings (1983) shows that feedback has a healthy and positive relationship with workers and group performance. Explicitly through the development of self-efficiency, clarification of role, and expanded self-administrative control (Ashford and Cummings, 1983). In addition, Armstrong and Baron (2004) noted that the actual performance could likewise be contrasted with the expected return through the assessment of the development plan to establish the shortcoming. This similar methodology also gives a feedback instrument to workers. The structure of performance comparison, according to (Ashford and Cummings, 1983), is highlighted in Figure 2.2.

Figure 2.2: Performance Comparing



Source: Ashford, S.J. and Cummings, L.L. (1983), "Feedback as an individual resource: personnel strategies of creating information", Organizational Behavior and Human Performance, Vol. 32, pp. 370-98.

In addition, training and mentoring is a significant device in learning and improvement in this stage. Mentoring is building up an individual's aptitudes and knowledge with the goal that workers' job performance is expanded and encourages them towards the accomplishment of firms' goals and objectives. In this regard, Bevan and Thompson (1991) suggested that for managers to recognise and actualise training and different activities essential to improving workers' job performance. As indicated by Armstrong (2004), PM is a key and coordinated effort in the delivery of firms' sustained success through the improvement of individual employees' performance, as well as building up their capacities. Also, Black and Lynch (1996) propose that the instructional classes offered by an enterprise could be through thinking about the present and future needs of the employees and encourage the learning of these aptitudes. A decent training programme or mentoring course ought to improve the amount and nature of firms' productivity; expand the possibility of firms' achievement; reduction of firms' expenses and costs.

Additionally, mentoring is progressively being perceived as an outstanding obligation of managers, and can assume a significant job in a worker's working life balance. Cunneen (2006) opines that mentoring or instructing falls into place without any issues, and could happen during meetings that ought to be done consistently. Thus, training might be expected to improve workers' abilities in this stage.

Stage 3: Rewarding Performance

As indicated by Schneier, Beatty and Baird (1987), the Performance rewarding stage incorporates three exercises: such as workforce advancement, connecting pay and recognising the result or performance. Rahdert (1960) see workforce advancement as the development of individuals that can be quickened well beyond that which would happen regularly, and afterwards expands workers engagement to over goals and objectives of a firm. Workforce advancement incorporates some advancement standards such as (personal involvement, mutual Objective, and individual planning). Personal commitment means that all personnel advancement is essentially self-development. Saying that the opportunity for improvement is significant just if the

individual is interested in it. Even though an enterprise offer support for development, yet improvement exercises appear to be fruitful only to the extent that people become engaged in self-development.

Mutual Objective is the second activity, the reason for any improvement action in an enterprise underlines that there ought to be a clear understanding and acknowledgement of shared objectives by both the individual and firm. It only when the Objective is comprehended and acknowledged that workers' performance would be unquestionably bound to succeed. The organisation should offer a general chance to each worker rather than single out a couple of selected persons by making the opportunity accessible just to them. Indeed, it is hard to make long-term forecasts concerning the desire, drive, and development capability of people.

Individual planning is the third principle that suggests that improvement is distinctive and ought to be linked to fit the individual and the circumstance. An attempt to integrate everybody into a similar development model may even demonstrate a misuse of resources. Also, advancement ought to be intended to expand performance on the present place of employment, and afterwards set up the worker for improvement. Promoted employees are the individuals that are presently accomplishing a remarkable work and in this manner have had the option to show their ability to accept more outstanding obligations.

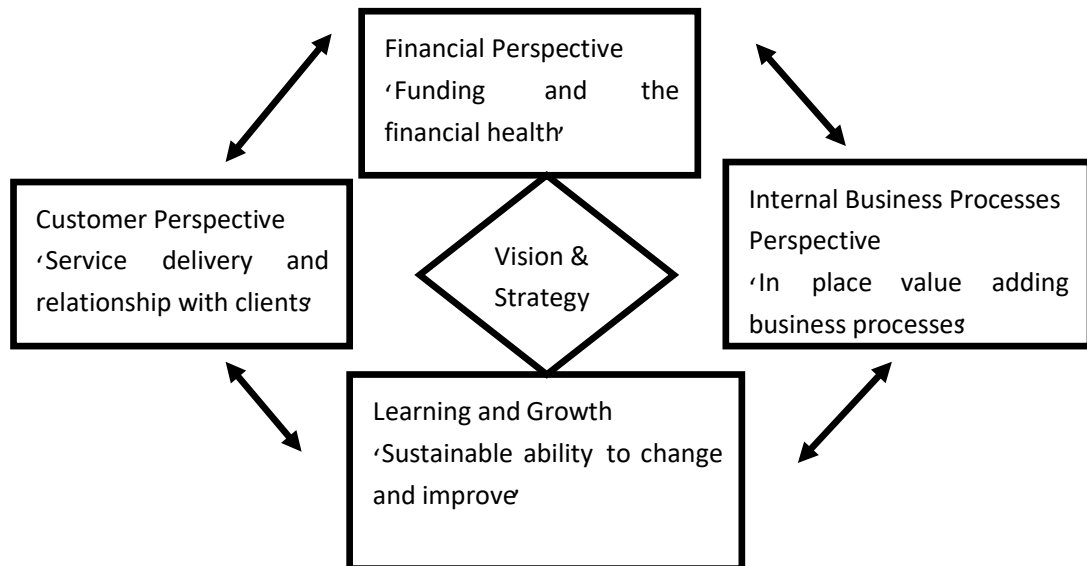
Continuity is the next principle: If an employee fails to update his/her self to meet up with new skills and knowledge, such a person becomes inert especially this new era of rapid change and innovation. Rahdert (1960) likewise calls attention to that the advantage of staff advancement. When individual employees' abilities or potential is improved, he may develop self-esteem, and thus enhance a feeling of fulfilment in the accomplishment of particular objectives and achievement of professional recognition. Companies, workforce improvement, can help to achieve a competitive advantage when skilled and competent workers utilise cutting edge innovation as a result of the adequate training given. Besides, training tools ought to based on addressing gaps in employees' performance that surface during the performance review stage (Teke, 2002). By connecting training to apparent differences in return will be focused, explicit and pertinent.

Teke (2002) additionally calls attention to applicable T&D initiatives, and frequent performance feedback is significant elements in retaining employees' skills and capabilities. Hence, both T&D strategy and PM system procedure ought to be adjusted firmly along with the general retention strategy of an enterprise. Advancement programs are mirroring the requirements of progression plans and trying to encourage leadership skills. Nevertheless, pay-for-performance plans concentrate on relatively small groups. Pay-for-performance of small groups gives money related prizes that are dependent on the performance measure of such a group.

Under this period, assessment and checking feedback are both critical processes. Enterprises are not limited to just a single corporate scorecard as a whole; they will preferably have a different scorecard for every division taken into the general scorecard (Huang and Hu, 2007). Figure 2.3 presents the contents of a balanced scorecard; the first procedure in the balanced scorecard is interpreting the vision statement that assists managers in establishing an agreement around the firms' vision statement and long-term strategy. For the members of staff to follow up on the vision statement and drawn out plan, both comments need to be communicated as an integrated set of goals and objectives that is settled upon by every single executive to attain the long-term success of the firm. From the related financial measures, an enterprise should shape a benefit measure for both firm and performance of employees. These financial performance measures may incorporate stakeholders' worth, for example, profitability, sales volume, market share, return on asset, return on equity, etc. Also, there is a need for both organisation and its employees to satisfy clients' orders, demands and handle queries. The customer-related measures, according to Kaplan and Norton (1996), incorporate customer fulfilment, cost, profitability, and quality. The organisations' value chain describes its actions required for the internal business processes perspectives. For example, the firm could make new merchandise and services to serve new markets and client segments, likewise the operational excellence can be accomplished by expanding the internal procedure and effective use of the resource (Kaplan and Norton, 2000). Finally, from the learning and development perspectives, managers characterise the worker capacities and aptitudes, innovation, and corporate atmosphere expected to support a business strategy. As per Kaplan and Norton (1996), an enterprise needs to focus on assessing the adequacy of their Research and Development processes. At that point, worker

retention, productivity, employees' suggestion could be classified as the measures of performance.

Figure 2.3: A Balanced Scorecard to evaluate performance



Source: Huang, C.D. & Hu, Q. 2007. Achieving IT -business strategic alignment via enterprisewide implementation of balanced scorecards. *Information Systems Management*, 24:173-184.

Pay-for-performance can be useful in assessing performance in this stage. Also, when workers are kept abreast with information on the appraisal system and are involved in the discussion about the appraisal system, they are likely to believe that differences in pay are fair. As indicated by Locke (2004), the pay-for-performance standard includes giving monetary rewards by properly structuring pay system based on the compensation of performance measures within the control members. Performance appraisal entails "the process of identifying, evaluating and developing the work performance of the employee in the organisation. So that organisational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance" (Delery and Doty, 1996, p. 12). Appraisals often to outcome or employees' behaviour. Behaviour-based appraisals centre on individual employees' behaviour required to successfully perform their job, while results-oriented appraisals centre only on the outcomes of the response (Delery and Doty, 1996). This way, concerns of procedural-justice are crucial to guaranteeing that workers see the procedure of performance appraisal, coupled with the link of performance-to-pay must be reasonable (Greenberg, 1996). Appropriately structured pay-for-performance frameworks will prompt better performance results.

Pay-for-performance structures make significant Engagement to performance via two instruments.

To start with, it brings about the positive influence on motivation to work, while the second, it brings about higher retention of skilled employees to the organisation. Pay-for-performance frameworks can convey monetary prizes at the individual, groups, department, as well as at organisational level. The various levels can positively influence the level of overall performance.

2.5 Employee Engagement: Overview and its Relevance

MacLeod and Clarke (2009) communicated that it would be difficult to overcome the downturn without drawing in your workforce, particularly in the current economic atmosphere. With the current financial atmosphere, the enterprise is searching for new approaches to keep staff. Workers engagement has risen as a culture that brings considerable advantages, for example, benefit, more significant levels of profitability, more noteworthy development and innovation, lower turnover, more meaningful levels of inspiration, duty fulfilment and moral all through the workforce

Some Scholars asserted that human enterprise capital is a "non-substitutable resource, which, when tapped, can provide the firm with competitive advantage" (Guest, Michie and Sheehan, 2000, p.3). They likewise proceeded to state that when workers surpass more than the minimum prerequisite of the activity, they are more 'connected with' and thus add to the more significant objectives of the association. Worker Engagement has been of concern to academic, professionals, consultancy firms and partnerships and efforts are directed to examine the influence it has on an enterprise and its human capital. To understand more about workers' Engagement, the researcher will glance into the historical backdrop of Engagement and where it began. While Kahn (1990) was the first to come up with the idea of Workers engagement and was later characterise by Risher (2003) as the value of the worker in the workplace has made some fantastic progress since Taylor's scientific management style of merely seeing the workers as a machine gear-piece in the wheel.

Armstrong (2009) observed that a milestone of the present organisation is their ability to have a grasp of a talented workforce that is Unique and not easy to form. The academic work stated how such organisations achieve competitive advantages in the

current atmosphere by using workers' abilities and talents to the most significant and human capital.

2.6 Meaning of Employee Engagement

The absence of a universal meaning of worker engagement has led to difficulties in the definition by academics and professionals. Kahn's meaning of engagement has been one of the most referred and referenced in writing of employees' Engagement. The work, characterised Engagement as "the harnessing of organisations members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance"(Khan, 1990, p.20). The physical part of Engagement is related to the physical energy that is practised for workers to satisfy their jobs and their readiness to be productive. In contrast, the cognitively and emotionally perspectives are concern about workers' thoughts and feelings towards their role and how empathetic they are towards the organisation.

Macey and Schneider (2008,p.15) noticed how specialists and analysts have looked into various meanings of workers' Engagement, and there is yet to be a strongly affirmed definition for the term. Macey and Schneider observed that workers' dedication is a "desirable condition, has an organisational purpose, and connotes involvement, Engagement, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components.

(Macey, Lawson, McKinsey and Company in 2009 characterised work engagement as a worker who is diligent in as much "Submitted and will go well beyond, energetic and takes individual possession for the nature of their work, wear a positive picture of the firm and suggest it to others and its items/services to other people, sees how their work brings about significant results and energetically seeks after the firms' objectives" (Macey, Lawson, McKinsey and company, p.11)

McCashland (1999) characterised worker engagement as "an emotional outcome to the employee resulting from the critical components of the workplace" (McCashland, p.8).

Miles describes it as "efforts involving all employees in high engagement levels that create understanding, dialogue, feedback and accountability. Empowers people to creatively align their subunits, teams and individual job with the major transformation

of the entire organisation" (Miles, 2001, p. 12).¹ Finally, Mone, Eisinger, Guggenheim, Price and Stine (2011) characterise workers' commitment as the individuals who feel included, submitted, energetic and engaged and show these emotions in work conduct.

Howe (2003) explains workers' commitment as "the state of emotional and intellectual involvement that workers have in an organisation" (Howe, 2003. p. 18). He additionally distinguished three essential practices that display worker commitment inside an enterprise:

Say: in which workers speak well about their enterprise.

Stay: workers want to be an essential piece of the enterprise.

Strive: workers practice an additional exertion and take on work that adds to the firms' achievement.

While, Robinson, Perryman and Hayday (2004) characterise commitment as the person's association and fulfilment and excitement for work, they want to work to improve things, working for extra hours, investing more energy, achieving more and relating positively about their organisation.

Saks (2006) examines how employee engagement varies from organisational commitment, expressing that corporate responsibilities have to do with the person's connection to the organisation while Engagement is a mental, psychological and behavioural attitude utilised by the person in their job.

In summary, there has been no perfect definition of the meaning of worker engagement. A number of academics and intellectuals have derived their meanings of Engagement; there is yet to be a generally applied definition to the subject. Scholars over the years have continued to put work towards finding an explanation, yet return to Kahn's definition. Stating "the notion of employee engagement is a desirable condition, it has an organisational purpose and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has behavioural components." (Macey and Schneider, 2008, p. 15).

2.7 Measures and Dimensions of Employee Engagement

Watson (2011) stress the significance of estimating worker commitment to guarantee steady levels all through the working environment; examples are workers'

commitment reviews, field surveys and coordinated meetings alongside day by day dairy research. Past writing has measured worker commitment regularly, the daily measurement might be too unpleasant an evaluation, and an hourly appraisal procedure might be useful because of the significant changes in engagement all through the working day.

(Bakker, Albrecht and Leiter 2011, P.45) postulated that "measure of engagement need to have a clear theoretical underpinning, should be consistent with an associated definition. There is a need to have sound statistical evidence in support of their validity and reliability and need to be of practical use in organisational contexts".

To support the analysis, Wiley, Herman and Kowske (2011) proposed an approach to quantify workers engagement, by utilising the four individual components of pride, fulfilment, promotion and maintenance.

The justification behind this underlines that "an engaged workforce is one whose employee have pride in and are satisfied with their organisation as a place of work and who advocate for and intend to remain with their organisation" (Wiley, Herman and Kowske p. 9).

Schaufeli, Bakker and Salanova (2006) propose utilising the Utrecht Work Engagement Scale,(UWES). The UWES incorporates a subscale for estimating commitment under three headings; vigour, dedication and absorption and embarks to measure workers who have an efficient and effective enterprise with their work exercises, and who can manage the task demands of their occupations. The UWES initially is a seventeen-piece instrument reduced to nine. The UWES is notable for its validity and reliability, which is useful in the areas of workers commitment.

The Gallup Q12 review is one of the most drilled measurement scales of worker commitment. The Gallup Group has been reviewing workers and the connection between engaged workforce and firms' performance by adopting, income, profitability, client commitment, work quality and worker retention. Lanphear (2004) stated that workers' commitment impacts business results; it is essential to comprehend and encourage employee engagement to the working environment consistently.

As recently examined, Kahn (1990) put forward three elements of worker commitment as cognitive, emotional and physical. Physical involves how employees go about their

duties daily putting extra efforts; Emotional entails the feeling they express on how the job or task is achievable. Finally, the cognitive is a blend of how they support the values, goals and objectives of the organisation, whether they deem it fit or not.

2.8 Factors Influencing Employee Engagement

Kahn (1990) made a strong establishment on the elements that could impact Engagement, and three psychological conditions interrelate to Engagement within the working environment. They are Psychological significance, security and availability are tenets of employee engagement. Robinson et al. (2004) described how unlikely it is that there is a one-size-fits-all methodology of engagement drivers. He noticed that numerous variables influence commitment that is interrelated and can differ from organisation to organisation, the task itself and the circle the employee finds himself.

The individual's capabilities and the environment has an enormous influence on Engagement. Robinson et al. (2004) noticed that individual and occupation characteristics were related to various levels of Engagement. It was discovered, through a review did in the UK with more than 10,000 members. The investigation resulted in knowing that workers more educated are prone to be more engaged than their less-educated counterparts.

Kahn (1990) first communicated that meaningfulness affected Engagement with (May et al. 2004, p.14) characterising meaningfulness as "the value of a work goal or purpose, judged, relating to an individual's ideals or standards". Here they found that specific states of the activity, for example, work improvement and job role fit were certain indicators of Psychological seriousness, this way driving towards worker engagement. Maslach, Schaufelli and Leiter (2001) found in their investigation that a relevant and ethical work can relate to the worker having a feeling of command over their work can substantially affect Engagement.

Glen (2006) recommended that the workplace may influence employee engagement. Attridge (2009) sketched out that the workplace is influenced by components, for example, associations with colleagues and associations with the management.

Management relationship is another factor that influences worker commitment. A CIPD report (2006) proposed that communication has a significant influence on

employees, especially by employers; it makes them feel they are stakeholders of the organisation.

The CIPD encouraged employees to voice out their feelings openly towards decisions and operations carried out in their organisations; this gives them a sense of belonging and is a significant driver of Engagement.

The "feeling of being well informed about what is happening in the organisation" and "thinking that their manager is committed to the organisation" were other significant drivers as indicated by the CIPD. Institutes of Employment did an overview of workers in the NHS. They recommended that the drivers of worker commitment were "a sense of feeling valued and involved", and "the extent to which employees feel able to voice their ideas", as well as with "the opportunities employees have to develop their jobs" (Robinson et al., 2004, p.15). Simon's (2011) study outlined that two-way-communication; meticulous executives, an improvement centre for representatives and a guarantee to worker's prosperity are among the top drivers of worker commitment inside an enterprise. Maslach et al. (2001) argued that recognition and awards are also vital and act as extra efforts to motivate employee, thereby, increasing the level of their Engagement.

2.9 Drivers of Employee Engagement

Lawson, McKinsey and Company (2009), McLeod and Clarke (2010) and Mone et al. (2011) listed the drivers' of employees' Engagement as follows:

Trust and Integrity: This includes the degree to which workers feel that the management manages issues with highest uprightness and trust. The level of integrity the employees feel towards management in handling decisions towards their well being. Mone et al. found that "having a manager employee's trust is a primary driver of engagement" (Mone et al., 2011, p 209). Employees are encouraged by having a feeling of trust towards their supervisors and employers, which could increase work output and dedication to work to increase their level of Engagement.

Career growth opportunities: Employees are more passionate when they believe in the organisation, and the directions of the policies are towards their personal growth and development. This development can be in the form of training, soft loans for educational advancement, short courses on an area of interest and further activities

that would lead to mental and wellbeing development. This actions can trigger more Engagement by the part of the employee knowing the company has an interest in their development.

A personal relationship with Management: Employees see the managers as the representative of the company. Therefore, there should be a bond between them in such a way that decisions made by the manager should gain the trust of the employee. Managers should not only act as leaders but should be able to strike a friendly atmosphere with an open door where employees feel they can express their views without been turned down.

Voice: Employees want to be heard; it gives them a sense of commitment when they are listened to, and their suggestions are taken into consideration. Managers or organisations who allow their employees or create a platform for employees to talk to them have seen to be amongst the successful companies. To drive Engagement, Employees want to be listened to and seen as contributing input to the success of the organisation.

Co-workers: The links between colleagues can drive Engagement. Several studies have shown that organisations who have invested in social interaction between their employees have more engaged employee. This contributes to lower burnouts, turnover and the overall growth of the organisation (Lawson, McKinsey and Company, 2009). Studies have shown that Engagement can be contagious if the co-workers are happy while executing their duties; it positively affects other employees. (Bakker, Albrecht and Leiter, 2011).

Giving continuous recognition and feedback: Significantly, when the feedback process stems on both parties, it stimulates Engagement. Employees need to know their area of improvement and areas of progress. Superior perceive and reward employees for their excellent work. Managers that give useful feedback tend to have more engaged staff; this feedback should be as often as possible as they affect the performance of employees.

Leadership: McLeod and Clarke (2010) Observe that when managers and employees have a clear cut understanding of their duties, this improves Engagement as there is no friction on what each one has to do. The managers have to direct and lead with examples earning the respect of their employees by been upright and unbiased in

decision making affecting the workforce. A transformational leader can help to increase Engagement, quite often organisation often employ Change managers to transform the entire organisation, earn the trust of their subordinates and be able to influence and be able to adjust attitudes towards new policies.

Each organisation should create an enabling environment for Engagement to thrive. Some factors that influence the work environment include workload, control, communication, fairness, values and reward. Employees need that support from the management to believe their physical and mental wellbeing are in taken into consideration. (Bakker, Albrecht and Leiter, 2011).It is pertinent for managers to build an enabling environment for their employee. This attributes could be in the form of integrity, diligence, coaching, mentoring and personal relationship to enable Engagement to be achievable (Lawson, McKinsey and Company, 2009).

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter lays out the intended path for conducting this research, as it outlines the adopted research strategy, design, process, methodological and philosophical assumptions strengthening this work. This layout is to ensure that the objectives this study sets to achieve are met. This same chapter seeks to justify our researcher's choice, philosophy, approach, and design. A critical assessment of this sampling and data collection methods, sample population, presentation, and analysis of his work will be addressed. Meanwhile, the ethical part of this work will not be excluded as it guides the researcher during the study. Limiting factors on this research work will also be discussed.

3.2 Research philosophy

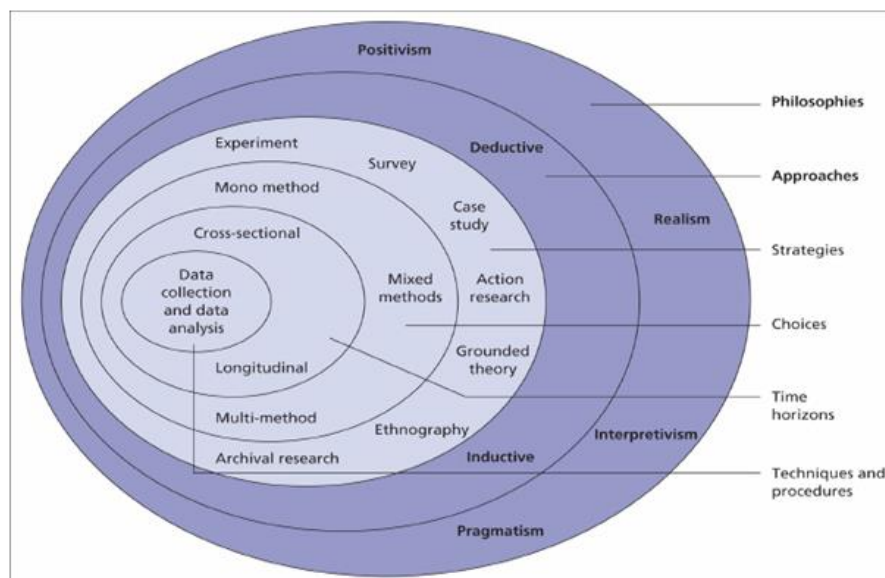


Fig. 1 The ‘research onion.’

Source: ©2018 Mark Saunders, Philip Lewis and Adrian Thornhill

Research philosophy is as "a system of beliefs and assumptions about the development of knowledge" (Saunders, Lewis and Thornhill, 2019, pp. 130). The assumptions of a research philosophy help the researcher set the foundation for other areas of the

research because, at every stage of a research process, the researcher makes assumptions either consciously or unconsciously (Burrell and Morgan 2016). A research philosophy aids the researcher to design research where all elements align Johnson and Clark (2006). The researcher consulted Saunders, Lewis & Thornhill research onion above before choosing his research philosophy. We have Two existing major research philosophies, and these are positivism and interpretivism. Positivism argues that only things that can be seen or proven should be accepted. For positivism, only one external reality exists, and this reality should only emerge from observations that can be made with absolute certainty (Goodwin & Goodwin, 2017). Interpretivism takes an opposite stance by arguing that reality is a social construct fabricated by individuals who subjectively design their sense of realism. Interpretivism puts more emphasis on humans because of their ability to create meaning (Saunders et al., 2016). The research philosophy adopted for this study is the epistemological position of positivism. This position is popular for advocating the use of natural science methods when studying social reality. This position ensures all hypothesis generated are tested and accessible by law. The knowledge arrived at using this position, arise from facts before forming the basis for a law. This research process will allow the researcher to conduct this research in an objective and value-free manner Bryman and Bell (2007).

3.3 Research design

A research design sets out the procedure needed to complete the steps in the research process. There are three main design categories research can be based, and these include: quantitative, qualitative, and mixed. The advantages and disadvantages of these designs lie in their application as optimal use can be derived from them all, in certain types of situation Malhotra (2008). The design of choice for this study is the quantitative design, its well-structured layout and manner of questioning respondents increases the chances of yielding quality evidence and data to help guide the researcher. This design has the advantage of being replicable because Its objectives and guidelines are clear. The same results will be arrived at if the research is reproduced at a different time provided all required guidelines are strictly followed Lichtman (2013). The Research philosophy adopted for this research aligns well with the quantitative research design because it promoted the objective perspective when carrying out research and this greatly impacts the accuracy of the results (Saunders et al., 2012).

3.4 Data Collection Procedure

An indirect approach for questionnaires distribution will be adopted; the questionnaires will be distributed with the help of managers and a few key employees through small online group' platform on the social media platforms called WhatsApp. A cover letter will be attached to explain the research objective and answer questions or possible concerns of respondents. These methods will be adopted because it is the fastest and only way to get access to employees who were not present because they were practising social distancing.

The research instrument adopted for this study is a questionnaire. The choice of instrument stemmed from the researcher's choice in approach and choice of previous researchers. Most researchers who choose the positivism and quantitative research approach like the researcher adopt a questionnaire as their instrument (Quinlan et al., 2019). The most popular rationale for this choice of instrument is the ability to reduce direct contact between the researcher and respondents. No personal relationship is required to collect data from respondents when using a questionnaire (Yauch and Steudel, 2003).

Means of questionnaire distribution range from direct face to face distribution to indirect means which include post, email, telephone, and online platforms. Various online platforms available for use include Checkbox, SurveyMonkey and Google Forms (Rowley (2014) Creswell, (2019)). Google Forms platform will be selected to host the questionnaire because of its reputation being reliable, less expensive and easy to use. The questionnaires will be sent via email and WhatsApp with an embedded link to the respondents.

3.5 Questionnaire development

The questionnaire will exclusively use quantitative elements because it provides the respondents with short answers for each question. The quantitative nature of the questions will help elicit a quick and factual response from each respondent. Closed-ended questions have proven to be highly effective when acquiring quantitative data. The questionnaire consists of three sections; the first section asks the question about personal and organisational data. These questions included respondents' age, gender, job position, length of time worked. These questions enable the researcher to gain

some insight into how certain groups of respondents perceived the phenomena being studied. The second part asked questions on the nature of performance management systems in Dublin foodservice sector. The third section focused on the impact of performance management systems on employee engagement in Dublin's foodservice sector. A standard five-point Likert scale was used because of its proven ability to solicit a precise response from respondents. The variables of the scale were Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA) (Quinlan, 2011). (See Appendix)

3.6 Target population

According to Malhotra (2003), identifying the target population for the study is the first step in the sampling process. He defines the target population as the group of individuals who possess the information needed by the researcher. The selected target population are employees at all levels of the foodservice sector in Ireland. The sample size for this research sixty (60) participants comprising of both male and female employees of varying ages. They consist of mostly frontline employees from the various food service company. Members of the target population include junior sales assistant, senior sales assistant, supervisors/ team leaders, assistant managers, and managers.

3.7 Sampling technique

The significance of sample selection cannot be overemphasised in research because the goal of the research, which is to answer the research question is determined by the sample chosen Shorten & Morley (2014). Random sampling technique will be adopted for this study, the justification for this technique is it gives all respondent and equal chance to participate in the research. Random sampling will eliminate selection bias and allow for diversity in options and making of some generalisation by the researcher. The sample size of selected participants used might not give an accurate representation of the population of their companies, and the size of each sample per company might not be enough to reduce sampling bias. Bias is as a systematic error capable of influencing a research finding, especially when using a non-probability sampling method McCullagh, (2008). Green, Gerber and De Boef, (1999). Identify two prominent way of bias reduction when sampling. The first involves increasing sample size while the second involves stratifying the sample. Stratified sampling might later be used to help reduce any bias. All sixty participants included in the survey will

receive an email or instant message on WhatsApp from their managers, inviting them to take part in the survey through the link attached.

3.8 Data Analysis Methods

For accurate calculation and presentation of data Statistical Package for the Social Science (SPSS) will be deployed. The SPSS ability to analyse large data sets for quantitative studies has made it a highly recommended tool (Quinlan et al., 2015). Descriptive statistics using mean and standard deviation will be used to analyse the responses of the respondents on standard performance management systems in food services sectors in Dublin, Ireland while Correlations will be used to ascertain the impact of performance management systems on employee engagement in the food services sector in Dublin, Ireland.

3.9 Research Limitations

While trying to accomplish this research work, the researcher was faced with the limitation of physical access employees in Dublin foodservice sector. The COVID19 pandemic negatively affected the food services sector in Ireland. It limited the researcher access to respondents since most businesses in this sector were closed due to the need for social distancing. Access to employees working in a different capacity was limited same for the types of business in the foodservice sector. The choice of research design and approach acted as a limiting factor to this research work. A quantitative approach was not sufficient for in-depth analysis because it only made use of a closed-ended questioner which only provided answers for generalisation with little insight into the root cause of problems. Access to supporting academic literature limited this research work. Due to the closure of libraries, some key literature needed to gain further insight for this study where out of reach limit the work to only easily accessible literature online. Inadequate response to the questioner was also a limitation most respondents were not working at the time, and only a few were willing to discuss issues relating the research to which was necessary for this study. A thorough analysis was not easily achieved as a result of the very short window of opportunity.

3.10 Ethical Considerations

When conducting and academic research, areas of ethical concerns need to identify to help mitigate possible problems johnson's (2014). For this reason, all ethical guidelines stipulated by the national college of Ireland was respected and strictly

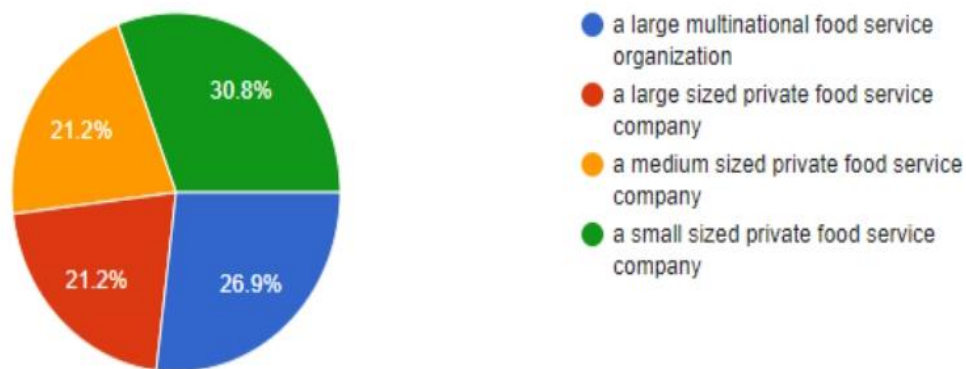
followed. The main area of concern for this research will likely be confidentiality. Permission to distribute questioners will be requested from managers before distribution. No questioner will be distributed in an establishment where consent is not granted. This research discussed the sensitive aspect of performance management and employee engagement which tends to make employees nervous. Hence, the researcher will assure respondents that any information shared about their work situation concerning this research will be considered confidential and dealt with sensitively. All participants will be asked to sign a consent form before taking part in the exercise both managers and employees where fully informed their participation right and given the option to decline or withdraw at any time of their choosing before engaging in the study. This will be achieved using an introductory letter attached to the questioner. Data collection, treatment and storage method will be made know to employees and information on the measure taken to ensure data safety from the collection to storage phase will also be made available to them at their request.

CHAPTER 4:

FINDINGS/RESULTS

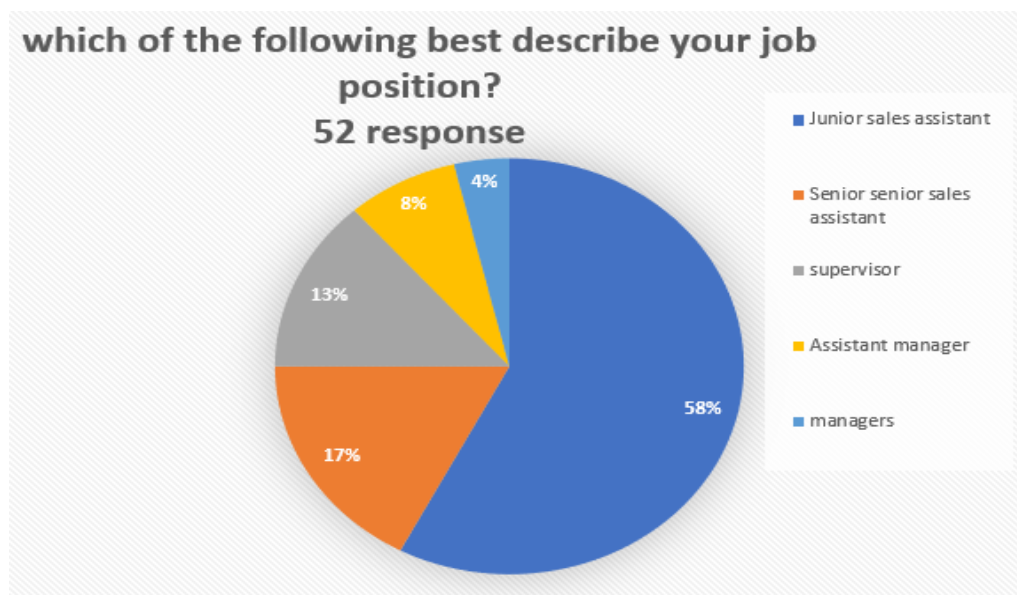
The questionnaire was an online survey produced for the research, distributed to members of staff of the various food services sector in Dublin, with a letter stating the purpose of the study as well as the confidentiality of information provided. The letter also made it clear that the survey was voluntary and that a participant can opt-out anytime they feel compromised. Sixty participants were selected to participate in the study cut across various sectors; only fifty-two of them responded.

Fig. 1 Type of organisation



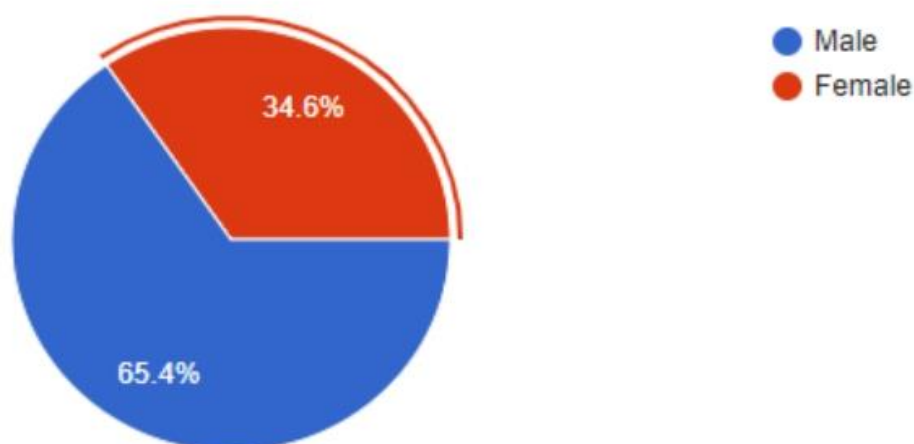
The study spanned across the different levels of the food-services sector in Dublin, representing both the large multinational food services organisation such as Dunnes stores, Mac-Donalds, Burger king, Eddie rockets etc., as well as the small-sized food services companies like Temple bar, the Vintage kitchen, delis in Circle k, Spar and Apple green, etc. The result shows that a good number of the respondents (30.8%) were working for or in a small-sized private food service company, others (26.9%) were working in large multinational food services organisations. In comparison, others (21.2%) worked for other types of related food and beverage companies not properly defined such as Cafes and coffee shops who are engaged in one form or the other in food preparation in small ways like snacks etc.

Fig. 2 Job Position of respondents



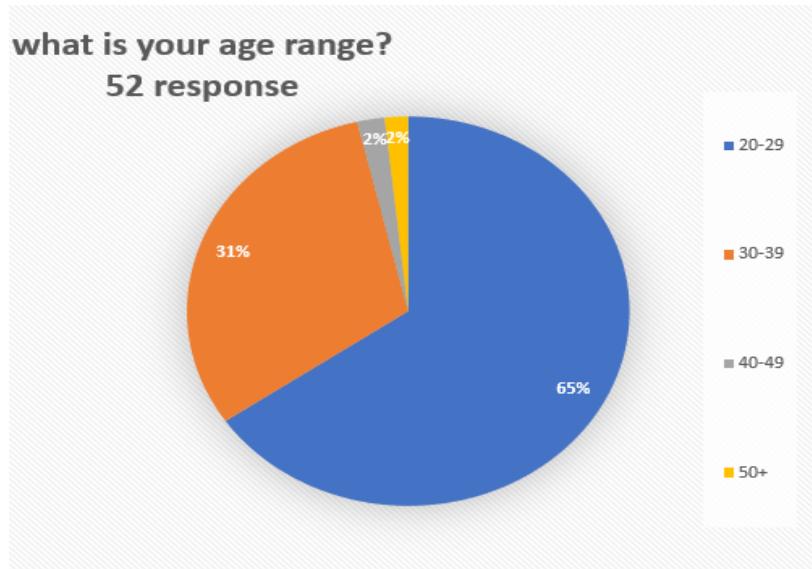
The population studied in this research spanned across different job levels and different categories of employees. About half (58%) of the respondents were junior sales assistant which include deli assistant, waiters, catering assistants and Food and beverage assistants. 17.3% where senior sales assistant, the Supervisors consisted of 13.5%, while assistant managers were 8% and finally managers were 4%.

Fig. 3 Gender of respondents



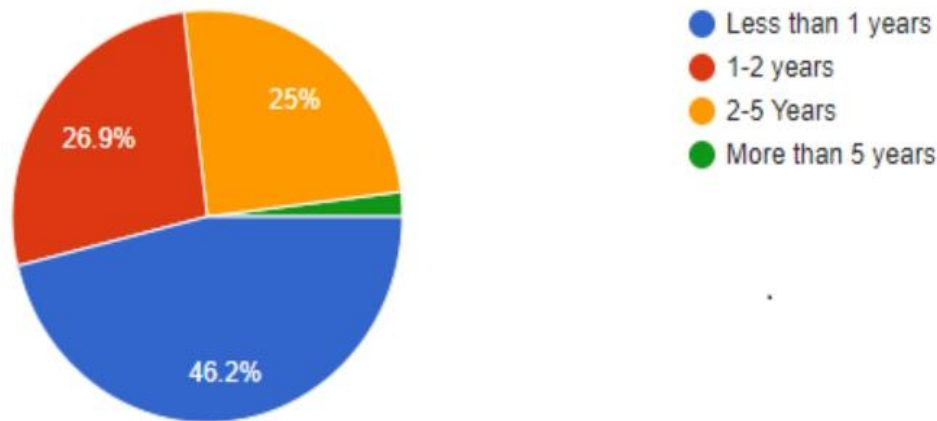
The result showed that (65.4%) of the respondents were male, the remaining (34.6%) of the respondents were female. The disparity in the gender representation was because of the researcher having more access to male correspondent than the female.

Fig. 3 The age range of respondents



The age profile of the sample survey showed that the sector employs younger people between 20-29 years, it could make sense to analyse this as a result of many students working as part-time employees, seasonal workers and foreign workers who often fall within the age bracket enabling managers to save the cost of labour flexibility shifts management and also a vibrant workforce(Denver and McMahon, 1992). Rest of the respondents (30.8%) were aged between 30-39 years, with the rest (1.9%) aged between 40-49 years. It could make sense to say that the older age population could be the more experienced and advanced member of staff who have adequate skills to lead and supervise due to the number of years of experience doing the job.]

Fig.4 Years of Service



The higher number of employee working less than one year may be as a result of the high turnover rate with little or no career potentials felt by the employees, less sophisticated human resources practices for the position and also low compensation and wage benefits (Denver and McMahon, 1992). The result indicates 26.9% of the population have had an experience of over one to two years, the third category of people fall within 25% of the sample having between two to five years and a meagre number of respondents fall below five %. This result supports the analysis made on retention of staff by the hospitality industry, a similar scenario for the Foodservice sector in Ireland as the rate of turnover is also high. Armstrong (2009) cautioned that the level of quality of leadership, delegation structure and the work environment greatly affects the level of engagement of employee, which may affect their retention.

Standard Performance management systems in the food services sector in Dublin, Ireland

Three factors considered in the sphere of a performance management system which affects the level of engagement of employees, they include the role of the supervisor in motivating and ensuring staff retention. The next would investigate the extent to which employees feedback influences the work conditions and improvements made by the management and finally, how conducive is the work environment in terms of the team members and work conditions.

Table 1: Showing results for the roles of the supervisor in employee development as it relates to performance management

S/N	Statement	1	2	3	4	5	\bar{X}	SD
1	The supervisor can handle all employee problems well	7	3	16	22	4	3.25	0.42
2	My supervisor makes sure I have sufficient training	1	3	13	25	10	3.77	0.89
3	My work is known to my supervisor, which creates an atmosphere for a fair review	4	-	8	29	11	3.83	0.83
4	Supervisors involvement in my career development is active	1	4	15	27	5	3.60	0.91

The table above shows 42.3% of the respondent supported the supervisor of being able to handle issues encountered in the course of their duties. (Den Hartog, Boselie and Paauwe, 2004) argues that although supervisors/managers play a significant role in ensuring employees performance is improved, yet their role is underrated in performing this function. Also, with a mean score of 3.25, 48.1%, agreed that their supervisor ensures employees have sufficient training. (Den Hartog et al., 2004) as cited in Guest (1997), proposed that training and development has a significant impact on engaging a workforce. The mean score of 3.77, 55.8% agreed that their supervisor has excellent skills and knowledge of the job. They are given a fair review with a mean of 3.83, and 51.9% agreed that their supervisors' involvement in their career development is active. A score of 3.60 was given supported by Attridge (2009) where companies like Ford and Pitney Bowes conducted surveys for over 25,000 employees asking them to suggest best practices deemed fit to make the organisation a better place to work. The result showed that all the items had mean scores above the benchmark of 3.0 for a 5-point Likert scale survey.

This suggests that majority of the respondents agreed that supervisors had played a functional role in the employees' career and personal development. This indicates the right performance management approach on the part of the supervisors in the food services sector in Dublin. This may be attributed to the fast-paced growth of the foodservice sector recently Delloitte (2020)

Table 2. Showing results for employee Feedback by management and support for their improvement

S/N	Statement	1	2	3	4	5	\bar{X}	SD
5	My department uses employee feedback to make improvement	4	2	16	22	8	3.54	0.71
6	I am satisfied with the response to my suggestions to management	1	4	17	25	5	3.56	0.62
7	I have managements support for my effort to improve on my weaknesses	4	3	14	22	9	3.56	0.83

Table 2 analyses the result for employee feedback by management and support for improvement as a standard performance management system. The result showed that (42.3%) of the respondents agreed that their department uses employee feedback to make an improvement with a score of 3.54. 48.1% of the respondents were satisfied with the management response to their suggestion. Also (42.3%) agreed that they have the support of management in their efforts to improve on their shortcomings. The result shows that most of the respondents supported that their feedback is utilised by management to improve working conditions to enable a more engaging workforce, as evident in (Pritcard 2008, Evans and Redfern 2010). They were stating how the communication between employees and managers are becoming a two-way thing in terms of information used in assisting the entire team to become more engaged. This development has seen more companies having better-engaged employees. For instance, Pitney Bowes who are taking the lead in enabling an atmosphere for a more engaged staff, creating an edge over its competitors.

Table 3. Showing results for creation of fair work environment by management where work is rewarded, and changes implemented

S/N	Statement	1	2	3	4	5	\bar{X}	SD
8	Company leadership is committed to making the company a more comfortable and fair place to work	1	2	7	33	9	3.90	0.74
9	I receive appropriate recognition for my contribution	5	4	16	20	7	3.38	0.62
10	Company leadership makes changes which are positive for me	2	2	18	26	4	3.54	0.56

Table 3 shows the result for the creation of a fair working environment by management where work is rewarded, and change implemented as a performance management system. The result showed that the majority (63.5%) of the respondents agreed that their company leadership is committed to making the company a more comfortable and fairer place to work, with a mean of 3.90. Also, 38.5% of the respondents agreed that they receive recognition for their contribution with a mean of 3.38. The result also showed that 50% of the respondents agreed that company leadership makes changes which are favourable for them with a score of 3.54. The analysis is supported by Anitha (2014) on the determinants of employee engagement, stated that workplace wellbeing, the work environment and the consideration of the workers using emotional intelligence could enable a better-engaged workforce. Deci and Ryan (1987) in Anitha (2014) suggested that an enabling working environment supporting emotional intelligence which should be adopted to show concern towards employee's feelings, needs and achievement are taken into consideration. Staff members should be allowed to express themselves in the best way they can, giving feedback on issues relating to the progress of the organisation, and their personal development. This is key to creating a harmonious workplace, developing soft skills which could be a major determinant of improving employee engagement.

Impact of performance management systems on employee engagement in the food services sector in Dublin, Ireland

This subtopic is the focus of the research work; the researcher was able to construct questions which would act as the bane of the research. Questions were tailored to examine the impact of performance management system on employee engagement and if the PMS structure can affect the attitude of an employee on how engaged they can become, that is, Is performance properly appraised? What are the right tools used for measuring/evaluating it? Are the expectations and expected outcomes achievable?

Table 4. Showing results for the impact of performance management on employee concern for company goals

S/N	Statement	1	2	3	4	5	\bar{X}	SD
11	I feel motivated to see the company succeed	5	3	3	22	19	3.90	0.72
12	I find that performance management helps people to set and achieve meaningful goals	4	1	4	27	16	3.96	0.89
13	Performance management process helps me to understand how my work contributes to the company's overall goals and strategy	5	1	3	30	13	3.86	0.64

The corresponding outcome shows that a large number (78.8%) of the respondents concur that they feel motivated to see the company succeed.

Many of the respondent (82.7%) agreed that PMS helps employees to set and achieve meaningful goals.

Eight two point seven per cent (82.7%) agreed that PMS, helps them to understand how their contribution to the company's overall goals and objectives are appreciated. Managers could execute a well-planned performance management system that can rake in enormous benefit for the organisation. This approach could help to clearly state

the supervisors' expectation through clarified job tasks and responsibilities and well-defined objectives that drive organisational change imperative for distinguishing between poor and good performance. Supervisors are promoting frankness amongst employees, which may lead to more engagement and help to reduce litigation and waste for the organisation (Aguinis 2014).

Table 5. Showing results of the impact of performance management and how it affects openness and unbiased communication between the Superior and subordinate.

S/N	Statement	1	2	3	4	5	\bar{X}	SD
14	For me, performance management helps to provide an atmosphere where all are encouraged to share one another's a thought.	2	2	12	24	12	3.81	0.45
15	I feel valued as a team member	4	4	7	23	14	3.75	0.43
16	Performance management process helps me to communicate my needs, strengths and weaknesses	2	1	13	26	10	3.79	0.65

This table would help the researcher understand how managers can use the PMS approach to encourage communication, Openness, inclusiveness, correctness, and standardised Employees.

Subsequently, 69.3% of the respondents agreed PMS helps in providing a conducive atmosphere, encouraged in sharing one thought. Similarly, Aguinis (2014) argued that avenues for the measure of openness and honesty been introduced, where each employee is allowed to appraise each other or carried along with the appraisal system before the final evaluation concludes. And there should be avenues for appealing any unjust evaluation. Finally, 71.1% concurred PMS helps them to feel valued as a team member with a mean score of (3.75) and majority (69.2%) agreed that performance management process helps them to communicate their needs, strengths and weaknesses, with a mean score of (3.79).

S/N	Statement	1	2	3	4	5	\bar{X}	SD
17	I believe that performance appraisal gives constructive criticism in a friendly and positive manner	4	4	4	28	12	3.77	0.66
18	I could say that performance of employee improves after the process of performance management	1	1	7	28	15	4.06	0.84
19	I find that performance management improves motivation and job satisfaction	4	3	6	26	13	3.79	0.62
20	I see that performance management helps an employee to change their behaviour	2	3	9	28	10	3.79	0.91

Table 6. Showing result for the impact of performance management process in improving the performance and attitude of employees in the food services sector in Dublin

The result presented in Table 6 showed that (76.9%) of the respondents agreed that the performance management process present in their organisation helps superiors to offer criticism in a friendly and positive way. Another (82.6%) of the respondents concur that performance of employees improved after implementing the performance management process with a mean response score of 4.06. Also, 75% of the respondents agreed that performance management enhances employee motivation and job satisfaction with a mean score of 3.79 and majority (73%) agreed that performance management helps an employee to change their behaviour with a mean score of 3.79. Mone and London(2010) proposed that to achieve higher levels of engagement by employees; a well-defined and sustainable performance management structure should be put in place to ensure workers put in their energy and focus to their jobs to attain full potentials. Take more roles and responsibility and claim ownership of what happens in the organisation—thereby enabling an interdependence between the

models and theories of engagement and the performance management in the organisation.

Hypothesis

H₀: Performance management process does not have any significant effect on employee engagement in the food services sector in Dublin, Ireland.

H₁: Performance management process does have a significant effect on employee engagement in the food services sector in Dublin, Ireland.

The hypothesis testing would be through Pearson product-moment correlation analysis was employed, presented in table 7.

Decision:

Reject the null hypothesis and accept the alternate when the Pearson p-value is less than 0.01 at 1% level otherwise accept the null hypothesis when Pearson p-value is more significant than 0.01 at 1% level

Correlations

	ITM4	ITM5	ITM8	ITM13	ITM14	ITM18
ITM4	1	.928**	.841**	.831**	.882**	.819**
Pearson Correlation						
Sig. (2-tailed)		.000	.000	.000	.000	.000
N	52	52	52	52	52	52
ITM5	.928**	1	.876**	.890**	.906**	.840**
Pearson Correlation						
Sig. (2-tailed)	.000		.000	.000	.000	.000
N	52	52	52	52	52	52
ITM8	.841**	.876**	1	.884**	.886**	.900**
Pearson Correlation						
Sig. (2-tailed)	.000	.000		.000	.000	.000
N	52	52	52	52	52	52
ITM13	.831**	.890**	.884**	1	.877**	.898**
Pearson Correlation						
Sig. (2-tailed)	.000	.000	.000		.000	.000
N	52	52	52	52	52	52
ITM14	.882**	.906**	.886**	.877**	1	.894**
Pearson Correlation						
Sig. (2-tailed)	.000	.000	.000	.000		.000
N	52	52	52	52	52	52
ITM18	.819**	.840**	.900**	.898**	.894**	1
Pearson Correlation						
Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	52	52	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7. Correlation results for the relationship between the performance management process and employee engagement in the foodservice sector in Dublin

The figures presented in Table 7 shows the Pearson correlation result for the effect of the performance management process on employee engagement. The researcher used

essential items that portrayed the significant areas of performance management and correlated them with key employee engagement indicators captured in the survey instrument. The shows that the performance management process indicators used for the correlation analysis all had a significant and robust positive relationship with employee engagement factors at 1% level with all recording $P < 0.01$. Therefore, we reject the null hypothesis, and accept the alternate, which states that "Performance management process does have a significant effect on employee engagement in the food services sector in Dublin, Ireland".

Chapter five

DISCUSSION

The study so far has evaluated the performance management process and how it affects staff engagement in the foodservice sector in Dublin, Ireland. The specific objectives were to identify the standard performance management processes present in the food services sector in Dublin and to evaluate the impact they have on employee engagement. Performance management is a renowned crucial view of any organisational effectiveness Cardy (2004). This is so because it enables accomplishment of duties and task efficiently, it could take form as the bedrock of human capital management Pulakos (2009). Therefore, more attention should be given to it by managers and supervisors Lawler (2008). Although there is doubt in some employees arguing their company's performance management is necessarily not improving their performance. Pulakos (2009) observed that in an employee satisfaction survey conducted stating performance management ranked amongst the lowest score. Due to the current challenges faced by any organisation in terms of maintaining the right mix of employees and ensuring they are fully engaged has led to the refocusing of management to revitalise the Performance management system tailored to achieve this feat. This research work tries to elaborate on the importance of Performance Management and how it plays a vital role in maintaining a well-engaged workforce. To encourage management on refocusing its approach towards promoting a sound employee engagement plan, especially in the foodservice sector in Dublin where there is high turnover amongst their frontline and casual staff (Buchner, 2007).

The result showed that supervisors could play an essential role in employee development; for instance, the study showed that supervisors made sure that employee has sufficient training. According to Iakovidou (2016), the training the supervisor provides for employees affects the management's support in terms of caring for employees who struggle to improve weaknesses and performance. Besides, training is a means of enhancing, so management offers training more willingly to people who are trying to improve their weaknesses. The fact that the supervisor is aware of employees' work and effort and treats them with fairness satisfies them. The old traditional way of employee outcomes has become obsolete; hence the introduction of employee engagement was necessitated as employers continue to strive to introduce

new methods/ways of making employees more committed. Thus the concept of employee engagement erupted becoming pivotal in the Performance management system plan (Macey & Schneider, 2008). An engaged employee demonstrates a level of energetic and efficient connection to their jobs which leads to personal development and investment in one's self.

Khan (1990) Argued that an engaged employee entails harnessing staff members where they are allowed to express themselves physically, cognitively and emotionally when given a task to perform. This connection helps to provide the employee with the needed confidence needed in the job as a form of self-expression to develop soft skills to carry out one's everyday duties. Engagement encourages self-commitment on the part of the member of staff. Engagement entails lots of dedication on the part of the employee with regards to been psychologically present in the job role. Recently a lot of criticism has been on the definition of employee management; substantial research could be carried out on it. The measurement of employee management has had a critical review for some time now, it's definition is complex, and no single definition has been elaborated to explain the concept (Gruman & Saks 2010).

Surveys best measure employee feelings of engagement state. However, a robust approach is needed similar to the approach job performance as measured as behavioural engagement is often seen to be an antecedence of Job performance bearing in mind that behavioural engagement is linked to job performance(Gruman & Saks 2010). The result addresses coaching as pivotal to breaching the Lacuna created by unengaged members of staff. The mean score for the analysis was 3.00, showing employees understand that a hands-on on the job, leads to some level of satisfaction which signals to their cognitive domain unconsciously engaging them transferring positivism on to all the members of staff provided there is a positive atmosphere in the working environment. Coaching should be viewed as an ongoing process not only to be done monthly, bi-monthly or quarterly. (Schaufeli and Salanova, 2007) emphasised how important coaching is. Further stressed on how planning the work schedule, granting an audience, career path advice, creating avenues for mental health improvements, emotional support and solving potential difficulties would lead to more employees been engaged. It is pertinent to know that this approach adversely impacts on the employees' self-confidence and efficacy. Recent research has produced a JD-R model which showed the impact and the role supervisor have on employee's

engagement. Support and supervisory coaching which are job resources have been shown to encourage employee engagement (Hakaman, Bakker, & Schaufeli, 2006) (Schaufeli & Bakker, 2004) (Xanthopou, Bakker, Demerouti, & Schaufeli, 2009) Coaching helps to develop a 'can-do attitude' attitude amongst employee (Gruman & Saks, 2010).

Khan (1990) argued that coaching is not only an important source of support from supervisors but social support from colleagues. Employees performance management plan should also include interaction with co-workers which is essential for team bonding. Rewards should be given to how employees relate to co-workers and client; this may add some psychological safety to the work environment they find themselves, and relationship with co-workers could act as social support. In conclusion, social support from colleagues and work support from supervisors can help to reduce burnouts and increase engagement (Gruman & Saks 2010). Training is critical as it helps to engage employees, allowing a continuous development to occur throughout their career in the organisation (Schaufeli and Salanova, 2007). Murphy and DeNisi (2008) noticed that organisation always strives to develop intervention plans to keep an employee motivated. Khan (1990) also supported that to engage employees; robust training programmes would assist in reducing burnouts and turnovers by lowering anxiety, increase availability and build confidence. (Schaufeli and Salanova, 2008) (Gruman & Saks, 2010) suggested that providing training to employees can assist in reducing the fright of failure and increase vocational experience.

Khan (1990) also noticed that training could equip the employee with the resources and skills needed to face the challenging demands required to do their tasks or duties. Furthermore, he suggested that individuals will engage better when they can meet various dynamic changes occurring in the work environment provided they are equipped with the skills to manage the situation as it occurs. The result of the finding shows how the relevant variables affect employee engagement; Training, coaching and appraisal feedback where supporting works of literature was consulted. All had mean scores higher than 3.00, which suggests that a good number of the respondents agreed that employee feedback and survey had been accepted to be necessary for the success and progress of the organisation. However, for feedback to be effective, it should be in a two ways approach by both parties involved not only to the managers. Managers have the responsibility of providing feedback in a responsible and timely

manner, while employees have an obligation to respond to such feedback. The result of a fair working environment shows that the three factors used to measure the presence of an appropriate working environment as a performance management process all had mean scores higher than 3.00. Recognition enables employees to be motivated to perform their duties properly. It gives room for improvement and also encourages co-workers to improve their performance, and it eventually engages the entire workforce. It fosters motivation and encourages them to do more. Therefore, it could make sense to say that a fair working environment increases productivity and efficiency. The correlation result showed that all the factors of the performance management process all had a positive, healthy relationship with employee engagement with $p < 0.01$. However, from the analysis and relevant works of literature, it can make sense to say that an employee can feel engaged under working conditions of fairness, where effort and achievements are valued, explaining goals appropriately, where feedback is examined and adequately provided.

CHAPTER 6: CONCLUSION/RECOMMENDATIONS

Performance management process and its effect on employee engagement have become a sensitive topic amongst consultants and academics. Yet, there has been no empirical work in the foodservice sector in Ireland this has led probably led to few employee engagements been the dependent variable been considered as a mirage, with little or no theory or research work done on them(Saks 2006). The researcher's main focus of this work is to create a model showing how effective the performance management process can encourage or affect the employees' engagement, especially in the foodservice sector. Although analysis has been carried out on a few foodservice sectors in Dublin, this research serves as a new development in the foodservice sector in Dublin. A model was developed to demonstrate how the measurement of employee engagement has gotten to the level of psychological engagement. The dissertation focused on performance management and how it influences employee engagement in the food services sector in Dublin. The first research question sought to find out the standard performance management systems present in the food services sector in Dublin.

In contrast, the second research question focused on finding out the impact of the current performance management systems if any on employee engagement. The result showed that there exists a significant relationship between the performance management process and employee engagement in the foodservice sector in Dublin. Mone and London (2010) stated that employee engagement could be achieved successfully through a well-defined performance management process been applied. This buttress the point of why the performance management process should be well detailed with structures put in place to ensure it meets the criteria of engaging employees.

The mean scores of the responses showed that performance management could have a positive impact on employee management. It also improves the performance and attitude of employees. The result of the Pearson correlation showed that the performance management process in the food services sector in Dublin had a strong positive impact on employee engagement.

Organisations can use the results of this study to help design and implement successful performance management systems. The PMS organisations may depend on outcomes they are trying to achieve. For organisations that aim to implement an effective

performance management system as well as increase employee engagement. Application of this process can help the system in predicting both outcomes. Specifically, organisations should emphasise the various activities that happen within the PMS. Organisations should ensure their performance management systems help employees to construct individual development plans. These different development plans should help employees grow personally and professionally by enhancing their skills, behaviours, and abilities needed for current and future job positions. For an organisation to drive in high-level performance and a well engaged and motivated staff, hopefully, the research would contribute immensely to the development of a well-structured plan by the organisation and better performance. It is expected that further research could be taken to test how Performance management process affects Job satisfaction and commitment. Finally, for organisations that would like to get a competitive edge, aligning the performance to the level of engagement, the employees are vital for success.

Strengths and Limitations of the Study

A key strength of the study was the methodology adopted in this study; it allows the researcher to collect and analyse all data easily and accurately. This study was limited to poor access respondents due to the shutdown of most foodservice business in Ireland. The researcher was unable to acquire a larger sample size which would have created an opportunity for a bigger generalisation.

Recommendations

This dissertation aim was to provide recommendations to organisations on how to obtain high levels of engagement utilising performance management. It would be advisable for the organisation to devise an engagement plan and introduce it to the organisations' HR policies. Robinson *et al.* (2004) suggest that engagement is a two-way process and for employees to become more committed to their work, they need to operate within a working environment that is fair and trustworthy.

Supervisors play an important role in employee engagement; supervisors should be encouraged to become more active in the performance management process. One way they could do that is by leveraging on their feedback process to understand better areas they need to improve on.

Top management also needs to assume more responsibility; leadership is a major determinant of employee engagement. This can be done by improving employee recognition; this will improve employee engagement and give employees a feeling that they are part of the organization.

Goals and objectives are communicated to employees, so they understand the expectations of the management. Growth progression is crucial, and a vibrant succession plan within the organisation could help to develop and enhance new skills for the employee.

A fair reward system should be put in place that rewards and recognises employees who have gone above and beyond and excelled at their job. It is advisable that these recommendations and changes come into play as soon as possible as an engaged workforce has numerous benefits to the organisation and the business as a whole by increasing customer loyalty, reducing turnover, increasing creativity and innovation and productivity.

Engagement levels are measured and assessed quarterly during the initial start-up of the engagement process and bi-annually once it has been established, and the organisation is reaping its beneficial outcomes.

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APPENDIX 1

QUESTIONNAIRE

I, Michael Elumeze, would like to invite you to partake in the following research study which requires the data to the dissertation questionnaire using the experiences in our day to day routine at your work environment. This Research currently conducted is associated with my Post-Graduation dissertation, as I am pursuing an MSc in Management from the National College of Ireland. My dissertation topic focuses on Performance Management, and it's an effect on Employee Engagement in the retail food industry in Dublin, Ireland. Please kindly note, your response would be solely for this Research and would be discarded as soon as the researcher concludes the study. If by the course of filling the questionnaire, you feel uncomfortable by your privacy been breached or otherwise, you reserve the right to discontinue the survey. Your participation will immensely aid my research work; please kindly make out time to fill this questionnaire survey.

The impact of the Performance Management process on employee engagement in the food services sector in Dublin, Ireland.

Section A: Personal and Organizational Information

1. What is your Gender?

- a) Male
- b) Female

2. Which age range below includes your age?

- a) 20-29
- b) 30-39
- c) 40-49
- d) 50-59
- e) Over 60

3. Your organization is;

- a) a large multinational foodservice organization
- b) a large-sized private food service company
- c) a medium-sized private food service company
- d) a small-sized private food service company

4. Which of the following best describes your job position?

- a) Owner/Executive
- b) Senior Management
- c) Middle Management
- d) Supervisor/Team leader
- e) Employee
- f) Entry Level
- g) Other

5. How long have you been working at the company/organization?

- a) Less than one year
- b) 1-2 years
- c) 2-5 Years
- d) More than five years

Section B: Standard performance management systems in the food services sector in Dublin, Ireland.

Key:

<p>1 = Strongly Disagree 2= Disagree 3= Neither Agree nor Disagree 4= Agree 5= Strongly Agree</p>
--

Roles of Supervisor in Employee Development

S/N	Question	1	2	3	4	5
1	The supervisor can handle all employee problems well.					
2	My supervisor makes sure I have sufficient training.					
3	My work is known to my supervisor, and I am given a fair review.					
4	Supervisors involvement in my career development is active.					

Employee Feedback exploitation by management and support for their improvement

S/N	Question	1	2	3	4	5
5	My department uses employee feedback to improve.					

6	I am satisfied with the response to my suggestions to management.					
7	I have managements support for my effort to improve on my weaknesses.					

Creation of a fair work environment by management where going above the board is rewarded and changes implemented.

S/N	Question	1	2	3	4	5
8	Company leadership is committed to making the company a more comfortable and fair place to work.					
9	I receive appropriate recognition for my contribution.					
10	Company leadership makes changes which are favourable to me.					

Section C: Impact of performance management systems on employee engagement in the food services sector in Dublin, Ireland

Performance management helps in employee concern for company and goals

S/N	Question	1	2	3	4	5
11	I feel motivated to see the company succeed.					
12	I find that performance management helps people to set and achieve meaningful goals.					
13	Performance management process helps me to understand how my work contributes to the company's overall goals and strategy.					

Performance management helps in cooperation and communication

S/N	Question	1	2	3	4	5
14	For me, performance management helps to provide an atmosphere where all are encouraged to share one another's burden.					
15	I feel valued as a team member.					
16	Performance management process helps me to communicate my needs, strengths and weaknesses.					

Performance management helps in the improvement of performance and attitude

S/N	Question	1	2	3	4	5
17	I believe that performance appraisal gives constructive criticism in a friendly and positive manner.					
18	I could say that performance of employee improves after the process of performance management.					
19	I find that performance management improves motivation and job satisfaction.					
20	I see that performance management helps an employee to change their behaviour.					

APPENDIX II

RESULTS

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Descriptives

Notes

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Descriptive Statistics

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ITM3	52	199	3.83	1.024
ITM4	52	187	3.60	.846
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Descriptives

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Descriptive Statistics

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ITM7	52	185	3.56	1.092
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Descriptive Statistics

	N	Sum	Mean	Std. Deviation
ITM8	52	203	3.90	.799
ITM9	52	176	3.38	1.123
ITM10	52	184	3.54	.851
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ITM13	52	201	3.87	1.121
Valid N (listwise)	52			

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Descriptive Statistics

	N	Sum	Mean	Std. Deviation
ITM14	52	198	3.81	.971
ITM15	52	195	3.75	1.169
ITM16	52	197	3.79	.915
Valid N (listwise)	52			

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/STATISTICS=MEAN SUM STDDEV.

Descriptive Statistics

	N	Sum	Mean	Std. Deviation
ITM17	52	196	3.77	1.131
ITM18	52	211	4.06	.826
ITM19	52	197	3.79	1.126
ITM20	52	197	3.79	.957
Valid N (listwise)	52			

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CORRELATIONS

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Correlations

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Correlations

	ITM1	ITM2	ITM3	ITM4	ITM5	ITM6
ITM1	Pearson Correlation	1	.845**	.848**	.883**	.889**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	52	52	52	52	52
ITM2	Pearson Correlation	.845**	1	.914**	.906**	.918**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	52	52	52	52	52
ITM3	Pearson Correlation	.848**	.914**	1	.846**	.904**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	52	52	52	52	52
ITM4	Pearson Correlation	.883**	.906**	.846**	1	.928**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	52	52	52	52	52

ITM5	Pearson						
	Correlation	.899**	.918**	.904**	.928**	1	.948**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	52	52	52	52	52	52
ITM6	Pearson						
	Correlation	.889**	.890**	.834**	.974**	.948**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	52	52	52	52	52	52
ITM7	Pearson						
	Correlation	.913**	.932**	.912**	.927**	.975**	.926**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM8	Pearson						
	Correlation	.849**	.897**	.915**	.841**	.876**	.832**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM9	Pearson						
	Correlation	.953**	.886**	.878**	.910**	.946**	.922**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM10	Pearson						
	Correlation	.873**	.883**	.852**	.934**	.936**	.960**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000

ITM11	N	52	52	52	52	52	52
	Pearson						
	Correlation	.922**	.841**	.897**	.840**	.878**	.833**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52

Correlations

		ITM7	ITM8	ITM9	ITM10	ITM11	ITM12
ITM1	Pearson						
	Correlation	.913	.849**	.953**	.873**	.922**	.868**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
ITM2	N	52	52	52	52	52	52
	Pearson						
	Correlation	.932**	.897	.886**	.883**	.841**	.856**
ITM3	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson						
ITM4	Correlation	.912**	.915**	.878	.852**	.897**	.930**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM4	Pearson						
	Correlation	.927**	.841**	.910**	.934	.840**	.838**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000

ITM5	N	52	52	52	52	52	52
	Pearson						
	Correlation	.975**	.876**	.946**	.936**	.878	.892**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
ITM6	N	52	52	52	52	52	52
	Pearson						
	Correlation	.926**	.832**	.922**	.960**	.833**	.833
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
ITM7	N	52	52	52	52	52	52
	Pearson						
	Correlation	1**	.895**	.941**	.915**	.894**	.896**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
ITM8	N	52	52	52	52	52	52
	Pearson						
	Correlation	.895**	1**	.873**	.828**	.861**	.879**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
ITM9	N	52	52	52	52	52	52
	Pearson						
	Correlation	.941**	.873**	1**	.887**	.914**	.898**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
ITM10	N	52	52	52	52	52	52
	Pearson						
	Correlation	.915**	.828**	.887**	1**	.811**	.831**

ITM11	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	52	52	52	52	52	52
	Pearson						
	Correlation	.894**	.861**	.914**	.811**	.1**	.945**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	52	52	52	52	52	52

Correlations

		ITM13	ITM14	ITM15	ITM16	ITM17	ITM18
ITM1	Pearson Correlation	.874	.845**	.904**	.826**	.901**	.841**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM2	Pearson Correlation	.844**	.959	.914**	.965**	.891**	.863**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM3	Pearson Correlation	.919**	.933**	.930	.902**	.964**	.870**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
ITM4	Pearson Correlation	.831**	.882**	.867**	.875	.843**	.819**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52

	Pearson Correlation	.890**	.906**	.905**	.891**	.894	.840**
ITM5	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.822**	.869**	.853**	.861**	.830**	.819
ITM6	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.896**	.917**	.925**	.906**	.916**	.854**
ITM7	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.884**	.886**	.877**	.911**	.909**	.900**
ITM8	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.899**	.878**	.911**	.863**	.905**	.863**
ITM9	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.797**	.887**	.847**	.880**	.824**	.819**
ITM10	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.935**	.863**	.943**	.828**	.948**	.885**
ITM11	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52

Correlations

		ITM19	ITM20
ITM1	Pearson Correlation	.901	.862**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM2	Pearson Correlation	.900**	.945
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM3	Pearson Correlation	.954**	.943**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM4	Pearson Correlation	.855**	.885**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM5	Pearson Correlation	.905**	.910**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM6	Pearson Correlation	.843**	.872**
	Sig. (2-tailed)	.000	.000
	N	52	52

ITM7	Pearson Correlation	.927**	.922**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM8	Pearson Correlation	.893**	.923**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM9	Pearson Correlation	.903**	.899**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM10	Pearson Correlation	.837**	.865**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM11	Pearson Correlation	.939**	.891**
	Sig. (2-tailed)	.000	.000
	N	52	52

Correlations

	ITM1	ITM2	ITM3	ITM4	ITM5	ITM6
Pearson Correlation	.868	.856**	.930**	.838**	.892**	.833**
ITM12 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000

N	52	52	52	52	52	52
Pearson Correlation	.874**	.844	.919**	.831**	.890**	.822**
ITM13 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.845**	.959**	.933	.882**	.906**	.869**
ITM14 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.904**	.914**	.930**	.867	.905**	.853**
ITM15 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.826**	.965**	.902**	.875**	.891	.861**
ITM16 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.901**	.891**	.964**	.843**	.894**	.830
ITM17 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.841**	.863**	.870**	.819**	.840**	.819**
ITM18 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
ITM19 Pearson Correlation	.901**	.900**	.954**	.855**	.905**	.843**

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.862**	.945**	.943**	.885**	.910**	.872**
ITM20	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52

Correlations

	ITM7	ITM8	ITM9	ITM10	ITM11	ITM12
Pearson						
Correlation	.896	.879**	.898**	.831**	.945**	1**
ITM12						
Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	52	52	52	52	52	52
Pearson						
Correlation	.896**	.884	.899**	.797**	.935**	.964**
ITM13						
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson						
Correlation	.917**	.886**	.878	.887**	.863**	.887**
ITM14						
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson						
ITM15						
Correlation	.925**	.877**	.911**	.847	.943**	.936**

ITM16	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.906**	.911**	.863**	.880**	.828	.842**
ITM17	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.916**	.909**	.905**	.824**	.948**	.936
ITM18	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.854**	.900**	.863**	.819**	.885**	.922**
ITM19	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.927**	.893**	.903**	.837**	.939**	.941**
ITM20	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.922**	.923**	.899**	.865**	.891**	.900**
ITM20	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52

Correlations

	ITM13	ITM14	ITM15	ITM16	ITM17	ITM18
Pearson Correlation	.964	.887**	.936**	.842**	.936**	.922**
ITM12 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	1**	.877	.931**	.832**	.950**	.898**
ITM13 Sig. (2-tailed)		.000	.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.877**	1**	.941	.969**	.923**	.894**
ITM14 Sig. (2-tailed)	.000		.000	.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.931**	.941**	1**	.903	.964**	.908**
ITM15 Sig. (2-tailed)	.000	.000		.000	.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.832**	.969**	.903**	1**	.881	.872**
ITM16 Sig. (2-tailed)	.000	.000	.000		.000	.000
N	52	52	52	52	52	52
Pearson Correlation	.950**	.923**	.964**	.881**	1**	.896
ITM17 Sig. (2-tailed)	.000	.000	.000	.000		.000
N	52	52	52	52	52	52
ITM18 Pearson Correlation	.898**	.894**	.908**	.872**	.896**	1**

	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	52	52	52	52	52	52
	Pearson Correlation	.956**	.930**	.972**	.888**	.977**	.898**
ITM19	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52
	Pearson Correlation	.906**	.948**	.933**	.956**	.933**	.884**
ITM20	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	52	52	52	52	52	52

Correlations

		ITM19	ITM20
ITM12	Pearson Correlation	.941	.900**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM13	Pearson Correlation	.956**	.906
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM14	Pearson Correlation	.930**	.948**
	Sig. (2-tailed)	.000	.000
	N	52	52

ITM15	Pearson Correlation	.972**	.933**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM16	Pearson Correlation	.888**	.956**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM17	Pearson Correlation	.977**	.933**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM18	Pearson Correlation	.898**	.884**
	Sig. (2-tailed)	.000	.000
	N	52	52
ITM19	Pearson Correlation	.91**	.941**
	Sig. (2-tailed)		.000
	N	52	52
ITM20	Pearson Correlation	.941**	.91**
	Sig. (2-tailed)	.000	
	N	52	52

**. Correlation is significant at the 0.01 level (2-tailed).