

Employee Performance: Antecedents And Measurement Scale

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Abstract- *The success of any business is closely tied to the job performance of its employees. To achieve strong employee performance, managers conduct employee performance appraisals, implement training and development programs, and decide when to promote and reassign employees. Identification of factors which influence employee performance and determining the measurement scale for employee performance is crucial for the evaluation of job performance. Numerous research contributions in this direction can be traced since the 1970s. This paper attempts to articulate some of the notable contributions in the area of employee competencies and performance and to explain the influential factors and measurement scales for employee performance at work and prelude to searching for future research.*

Keywords- Performance management, Employee performance, Influential factors of performance, Measurement scale for performance.

I. INTRODUCTION

At the heart of any successful organisation lies a team of competent employees. Ever since the dawn of liberalisation, privatisation and globalisation, the world has come to be very competitive; it is becoming particularly important to manage and retain the competency level and performances of human resources to gain the competitive advantage over rivalries. The indispensable role of performance management in the organisation and its relevance in this competitive scenario is bringing in to light here.

For gaining competitive advantage, in the long run, the effort and goals of individuals should be aligned with the overall strategies of the organisation. Managing the employee performance and its retention is a major challenge to all organisation nowadays. To win competitive advantage over workforce management, identification of competencies among human resources and finding ways to improve it at the extreme level is very important. Measurement of employee performance and scaling of skills are also playing a crucial role in predicting the organisational effectiveness. Appropriate scales for measurement should be adopted to obtain the

accurate understanding of individual's potentials. The performance of employees can be measured through different mechanisms. An individual employee can be measured based on competencies/ traits. The behaviour exhibited while doing the job, tasks to be completed, and outcome/ contribution of employees (Bagchi 2010) also considered. Performance can be measured based on the role (Welbourne et al. 1997), and contextual performance of employees (Motowidlo 1994) and employee contribution towards the vision, mission and overall strategy of the organisation (Armstrong 2007; Shaffril et al. 2010). Employee performance can be better understood by the identification of competencies for improved performance, understanding the influential factors and scales for measurement of employee performance. Various factors affect the employee performance such as diversity in demographic profiles, individual competency levels and work related factors such as organisational culture, organisational climate, organisational commitment, job satisfaction, organisational justice, loyalty to supervisor, training, motivation, reward and job enrichment, etc. This paper attempts to compile notable contributions in the areas of employee work performance, competencies needed in different organisational sectors and various scales for performance measurement. The principal objective of this compilation is not only to identify possible gaps in the studies carried out, that could provide opportunities for furthering insights in this area, but also to provide a comprehensive reference for today's strategic HR researchers and practitioners.

II. ORGANIZATION OF LITERATURE

Organisation of literature on employee performance has been conceptualised mainly under three parts. Initially theoretical background of the subject is explained through some definitions of performance management and employee performance. The second part is devoted to discussion of the various factors influencing employee performance. The third part discusses various scales for employee performance. Studies undertaken in this direction internationally and nationally are presented separately.

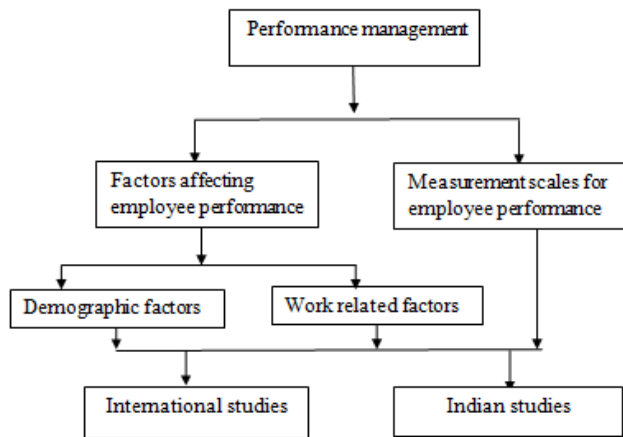


Figure 1: Organization of literature

III. PERFORMANCE MANAGEMENT

Performance management is a relatively recent concept in the field of management (Bagchi 2010). Performance management is concerned with getting the improved results from the organisation, teams and individuals to get accomplished the strategic goals of the organisation within an agreed framework of defined standards, goals and competence requirements. One of the most fundamental purposes of performance management is to align the individual objectives and accountabilities to organisational goals and make the people capable of upholding the corporate core values (Armstrong 2007). This means that the whole lot people carry out at work leads to outcomes that result in the achievement of organisational goals. Strategic alignment can be attained by cascading process of flowing objectives from top to down, and from bottom to up and at each level the objectives of individual are defined in the light of higher level goals. Individuals and teams are being given the opportunity to devise their own goals within the framework of overall purpose, strategy and goals of the organisation (Fletcher 1993).

Theoretical Definitions

Performance Management is a broad concept, defined in different ways by different researchers using various dimensions. Performance management has been identified by Lockett (1992) as “the development of individuals with competence and commitment, working towards the achievement of shared meaningful objectives within an organisation which supports and encourages their achievement”.

Mohrman & Mohrman (1995) has opined that “Performance management is managing the business”.

In the words of Walters (1995) Performance management is the “process of directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organisation”.

Armstrong and Baron (2004) defined Performance management is a “strategic and integrated approach to delivering sustained success to organisations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors”.

Armstrong (2009) defined Performance management as a “systematic process of improving organisational performance by developing the performance of individuals and teams.”

Employee performance

John P Campbell et al. (1990) has been opined that Job performance is multidimensional and defined Performance as “observable things people do (i.e., behaviours) that are relevant to the goals of the organisation”. In the words of Motowidlo and Borman (1997) “Job performance is the aggregated value to the organisation of the discrete behavioural episodes that an individual performs over a standard interval of time. Individual differences in personality and cognitive ability variables, in combination with learning experiences, lead to variability in knowledge, skills, and work habits that mediate effects of personality and cognitive ability on job performance”. Job performance can be divided into two: Task performance and Contextual performance. Job performance can be defined as the effectiveness with which employees perform tasks that contribute to the organisation's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed goods or services. Contextual performance includes volunteering to carry out task activities that are not formally part of the job and helping and cooperating with others in the organisation to get tasks and goals accomplished.

In 2007 Armstrong aligned the effort and performance of the individual employee to the objectives, vision, mission and strategy of the organisation to get accomplished the goals of individuals and organisation together. Contributions made by individual employees towards the overall strategy of the organisation are beginning with the number of changes introduced by the employees. Initial level, changes can be brought in the way of communication or interactions by the employees, the way how new products and services produced, the way of modifying the existing products, or through diversification strategies, the way of managing the

business, and the introduction of overall changes to the organization through business process re-engineering.

IV. FACTORS AFFECTING EMPLOYEE PERFORMANCE

Many studies have been devoted in search of antecedents influencing job performance of employees. These factors can be broadly grouped based on the major dimensions of employee performance namely, demographic and work related factors affecting employee performance. The following sections present notable contributions of the researchers in these directions.

Demographic factors influencing employee performance

The studies undertaken in determining the demographic factors influencing the performance of employees at work is explained regarding age, gender, income level, economic status and level of education.

In 1990 Avolio et al. investigated the influence of age and work experience on the job performance of private sector employees in the USA. The study found that experience is the best predictor of performance rather than age. Gender has no role in job performance. Both male and female managers in Australian banks were found to have similar levels of managerial effectiveness (Vilkinas 2000). Ryu, S. M., & Kol, M. (2002) found that marital status of employees has some role in their job performance. Married male officers in US Navy achieve higher performance than single officers. Married male officers receive higher supervisor evaluation scores and promote at higher rates than single male officers. Stephen & William (2005) also found the same result among US Navy officers. Compared with single men, married men receive significantly higher performance ratings and are more likely to be promoted.

Myaskovsky et al. (2005) investigated the effects of gender diversity on performance in Small Work Groups in Pittsburgh University, USA. No performance differences were found between mixed-gender and same-gender groups. Wegge et al. (2008) also found a significant relationship between job performance of employees and their age and gender diversity among Europeans. Al-Ahmadi (2009) found that job performance of nurses in Saudi Arabia is positively related to their gender and marital status. But the educational qualifications of nurses are negatively related to their performance. Meta-analysis study of Göbel & Zwick (2009) concluded that Performance of employees increases until the age of 50-55 years and only decreases slightly afterwards.

Shaffril et al. (2010) found that demographic factors such as age, gender, income, working experience and education level do not affect the performance of employees of Government agricultural agencies in Malaysia. Job performance of senior managers in Muscat Municipality is not associated with their age (Analoui et al. 2010). Hyz (2010) also found the same result among Greek Banking staff as there is no correlation between gender, age and the educational level of employees and their job performance. In India, Chattopadhyay & Gupta (2005) reported significant relationship between job performance of employees and their age in their meta-analysis study. Both in role and extra role performance of employees of manufacturing firm in India have significant relationship with their age, gender and work experience (Biswas & Varma 2011). Malhotra & Rani (2012) investigated the effect of age diversity and work experience on role performance of School Teachers in India. The results revealed a significant positive relationship between role performance and age as aged teachers were better role performer than youngsters. Work experience of teachers also has positive significance on their performance. More experienced teachers are the better performers.

Kant (2014) also found the same result among Indian Secondary School Teachers as age plays a vital role in teaching performance as old teachers were better role performer than youngsters. The educational qualification also has a positive relationship with the performance of teachers as more qualified teachers applies their knowledge at work. But no significant difference was found between male and female Secondary School Teachers in their role performance. Bansal & Monga (2015) investigated the effect of demographic variables on job performance among pharmaceutical managers in India. The results revealed that age, gender, educational qualification, experience in the job and marital status have no impact on their job performance.

Work related factors influencing employee performance

The studies undertaken in determining the work related factors influencing the performance of employees are explained regarding organisational culture, organisational climate, organisational commitment, job satisfaction, organisational justice, loyalty to supervisor, training, reward and job enrichment.

In 2002 Chen et al. investigated the relationship between loyalty to supervisor and employee's in-role and extra-role performance in China. The results revealed that three dimensions of loyalty to supervisor such as dedication to the supervisor, extra effort for supervisor and attachment to supervisor are more strongly associated with both in-role and

extra-role performance of employees. Organisational culture, right superior-subordinate-peer support, structured management, training and management development programmes are the factors which influence the performance of employees in Newzealand (Page et al. 2003). Crossman & Abou-Zaki (2003) reported a negative relationship between job satisfaction and job performance among Lebanese Banking staff.

Griffin et al. (2007) proposed a new model of work role performance. Role clarity, task proficiency, job adaptability, proactive and openness to change of individuals and team are the factors which lead the Australian employees to the performance effectiveness. Hailesilasi (2009) has tested the impact of role perception, motivation and individual ability on the performance of employees in Ethiopian public organisation. The results revealed that role perception of employees is strongly related to their job performance. Up to certain level, motivation level of employees also influences job performance but personal abilities of employees do not reflect in their job performance. Job satisfaction and organisational commitment are strong predictors of nurses' performance in Saudi Arabia (Al-Ahmadi 2009). Abbas & Yaqoob (2009) have conducted a study on bank employees in Pakistan to examine the effect of training and development programme, empowerment, employee participation and delegation of work on employee performance. The study found that training and development programme, empowerment, employee involvement and delegation of work are positively related to the employee performance. Office furniture, noise at work place, lighting, temperature and spatial arrangement at work has a substantial impact on the performance of bank employees in Pakistan. The overall impact of different elements showed that light affects the productivity of the most employees (Hameed & Amjad 2009).

Yavas et al. (2010) examined the effect of training programmes, empowerment, supervisory support and intrinsic motivation on the job performance of frontline executives in Turkey hotel sector. The study found that organisational support is more useful in differentiating between high- and low-performing front line employees. Intrinsically motivated hotel employees in Turkey are capable of dealing with customer complaints more effectively (Yavas et al. 2010). Hyz (2010) found that satisfied employees in Greece perform better. Analoui et al. (2010) identified that professional expertise and abilities of senior managers in Oman municipality play crucial role in their job performance.

Ferreira Gomes & Yasin (2011) investigated the factors which influence the performance of entry-level managers' in Portuguese organisations. The result revealed

that the factors like individual's desire to learn and achieve, flexibility, time management skill, organisational commitment, emotional balance and control are positively related to their job performance. Abdel-Razek (2011) investigated the effect of organisational climate on employee performance in the education sector in Egypt. The result revealed that organisational structure, performance norms, procedures and policies, the span of supervision, employee relationships and communication have a direct significant relationship with the performance of employees. Gungor (2011) reported a positive impact of reward management system on employee motivation among bank employees in Istanbul and the motivated employees are found to be more effective in their job.

Aktar et al. (2012) also found the same result among bank employees in Bangladesh as basic pay and challenging work is the highly significant factors which affect employee's performance. Suliman & Al Kathairi (2012) investigated the potential link between organisational justice, organisational commitment and job performance in UAE. The study found that procedural justice and interactional justice are positively and significantly correlated with affective and continuance commitment as well as with job performance. Social interactions and harmonious relationship among employees improve the job performance of bank employees in Turkey (Leblebici 2012).

Tonidandel et al. (2012) examined the relative importance of four managerial skill dimensions such as technical expertise, administrative skill, human skill, and citizenship behaviour of employees for predicting managerial effectiveness in the USA. The Study found that all four of the managerial skill dimensions were significantly important predictors of managerial effectiveness. Among that administrative skills were found to be most important overall. Work overload, risky job and poor co-worker relations are contributing stress to the bank employees in Pakistan, and all those factors of stress decrease the job performance of bank employees (Hajji et al. 2012). Regular interactions between managers and employees have a direct positive effect on employees work output. Involvement of lower level employees in organisational activities and decision making is of crucial importance to organisational performance in Ghanaian organisation (Baba Abugre 2012). Saleem et al. (2012) found that job enrichment and job enlargement have a direct impact on employees' satisfaction which keeps employees' performance high in different sectors in Pakistan.

Naharuddin & Sadegi (2013) investigated the influence of job aid and Supervisory support on the performance of employees in different sectors in Malaysia.

The job aid is found to be significant affects the employees' performance. Supervisor support has no impact on employees' performance. The main findings of Javed & Javed (2013) revealed that motivation has a significant effect on the job performance of academicians in Pakistan. Munawaroh et al. (2013) found that work stress from the workload, regarding the quantity and quality of work has no relationship with the performance of employees in Indonesian Government office. But responsibility and the need for achievement of employees have a significant and positive relationship with employee's performance. Davoudi & Allahyari (2013) examined the impact of job organisation on the performance of employees of manufacturing firms in Iran. The result revealed that job rotation system, work methods, training programmes, problem-solving system and goal setting process have significant positive influence on job performance. "Goal setting process" and "effect of training programme" has the most significant relationship with employee performance. Resubun et al. (2013) investigated the influence of organisational culture on the performance of employees in Indonesia. The study found that Cooperation, Discipline, and Openness are directly affected the employee performance.

Kuzu & Özilhan (2014) examined the effect of citizenship behaviour and knowledge sharing on employee performance in Hotel sector in Turkey. The study found that both voluntary knowledge sharing and conditionally knowledge have real significance on employee performance. Employee relationship also plays a crucial role in employee performance. Dabale et al. (2014) found a positive correlation between training and employee performance in Zimbabwe. Zameer et al. (2014) examined the impact of motivation on the performance of employees in the beverage industry in Pakistan. The result indicated that salaries and wages, bonus, and special individual incentives, working conditions, job status, job security, and job enrichment have a strong influence on employee's performance. Rafiei et al. (2014) examined the effect of organisational commitment on the job performance of employees in Iran. The result showed that all three dimensions of organisational commitment such as Affective, continuance, and normative commitment have a significant positive effect on the job performance of employees.

Saleh et al. (2015) investigated the factors influencing employee's service performance in Ministry of Education in Oman. The study revealed that training and performance appraisal is the valid predictors of examining employees' service performance. Supervisory support and organisational support for career development does not have a significant impact on employees performance in the banking sector in Pakistan, whereas capacity building of an individual

employee leads to enhance his/her performance (Ahmad et al. 2015). Jayaweera (2015) examined the impact of physical and psychological working environment on the performance of employees in the hotel sector in England. The result indicated that both physical and psychosocial working conditions are significantly affecting the employee performance.

Biswas & Varma (2007) examined the relationship between psychological climate and employee performance in Indian organisations. The study found that supportive management, role clarity, contribution, recognition, self-expression, and challenge are positively related to the performance of employees. In 2009, Biswas conducted another study among Indian employees investigating the influence of organisational culture and transformational leadership on employee performance. The study found that the dimensions of organisational culture such as employee involvement, consistency and integrity, adaptability, organisational learning, customer focus, organisational vision, objectives, goals and strategic direction are positively related to the performance of employees. And the leaders with idealised influencing skill, inspiring, give special consideration, motivation and intellectual stimulation also leads the employees to accomplish the tasks well. Kulkarni et al. (2009) found no significant correlation between the emotional intelligence score and job performance of employees of the automobile industry. Singh (2009) identified that achievement, autonomy, power, affiliation, esteem, safety & security are the factors which motivate the Indian Air force officers to perform well.

In 2010 Sinha et al. also reported that motivation plays a crucial role in employee performance in Indian manufacturing sector. Darolia et al. (2010) investigated the effect of organisational commitment on the job performance of employees in Indian fertiliser firm. The study found that affective and continuance commitments were the better predictors of Job Performance. Giri & Kumar (2010) analysed the impact of organisational communication job performance in Indian organisations. The result revealed that all the variables of organisational communication (trust, influence, mobility, desire for interaction, the accuracy of information, summarization, gatekeeping, communication satisfaction and openness) are positively related to the job performance of employees except upward communication.

Biswas & Varma had done another study on 2011 to examine the influence of transformational leadership also along with the psychological climate on in-role and extra role performance of employees in manufacturing firms in India. The results supported his previous study (Biswas 2007) that supportive management, role clarity, the opportunity for

contribution, recognition for good work, self-expression and challenge makes the organisational climate comfortable to employees and positively influences the employee performance. A leader who ideally influences, inspire, intellectually stimulates, and giving individual consideration to employees also improves the job performance.

In 2013 Bamel et al. also found the same result in Indian employees that organisational climate dimensions, i.e. organisational process, altruistic behaviour, role clarity and communication, results-rewards orientation and certain aspects of interpersonal relationships play a significant role in increasing managerial effectiveness. Srivastava & Bhatia (2013) found that factors such as are promotions, individual expectations, recognition, good pay, and leadership style influences the employees of Indian banking sector positively.

Anitha (2014) found that the factors of employee engagement like workplace wellbeing, compensation programme, team and co-worker relationship, leadership, working environment, policies and procedures, training and career development on employee engagement are positively related to the job performance of middle and lower level managers of small scale firms in India. Tripathy (2014) explored the influence of motivational factors such as remuneration, recognition and incentives on employees' performance. The findings of the study reveal that there exist strong positive relationship and significant effect of incentives, remuneration and recognition, on job performances, and that incentive motivational factor has the highest contribution to boost the job performance of employees in a University in North India. Employee performance in Indian manufacturing firms is directly related to the training programmes conducted by the organisation. Training helps to create a good result in performance if training is right, performance is also good (Tiwari 2014).

Job security, job enrichment, equal treatment, recognition of good work, encouragement to self development and career development, delegation of authority, congenial working conditions, helpful attitude of management, fair opportunity of promotion, labour participation in management and designation and status motivates the employees of Indian industries to perform well (Ramprasad 2015).

Hazra et al. (2015) also found the same result as factors such as recognition, good appraisal system, responsibility, fair pay and job security are positively related to the performance of Hotel employees in India.

V. EMPLOYEE PERFORMANCE MEASUREMENT SCALE

Developing and validating a measure of employee performance is a critical element to employers, researchers and management practitioners. Employee performance is measured regarding work quantity, work quality, punctuality, employee responsibility and individual employee contribution towards the organisational vision, mission and goals. In line with the model proposed by Smith et al. (1983) a performance measurement scale for bank employees in the USA consists of items assessed in-role and Citizenship behaviour of employees. The scale consists of sixteen items related to 'help the absentees, punctuality, proactive, attendance, helps the over loaded workers, gives notice for leave, assistance to the supervisor, gives innovative suggestions, works for company image and quality and quantity of time spend'.

O'Reilly & Chatman (1986) introduced a performance measurement scale for university employees in the USA, consists of seven items focus on both in-role and extra role performance of employees. Participation in social events at work, makes suggestions to improve the organisation, works for company image, volunteering tasks, completes job on time, and comply rules and regulation of the firm are the items comprised the scale. John et al. (1989) proposed a performance measurement scale for food processing managers in Canada consists of six dimensions of effectiveness in (a) customer, client, and public relations, (b) administration and accounting practices, (c) preparation of written reports and verbal communication, (d) training and management of unit personnel, (e) following of operational policies and procedures, and (f) conducting of routine job tasks.

Avolio et al. (1990) include different aspects of job performance for measuring private sector employee performance in the USA such as work quantity, quality and accuracy of individual's work, and their job knowledge, efficiency, and overall performance and contributions of employees towards the organisation. Supervisory ratings are used for evaluating the employee performance with 5 points Likert type scale; responses range from "makes very many mistakes" to rarely makes mistakes.

Williams & Anderson (1991) proposed a performance rating scale for employees in the USA comprised of twenty-one items from the dimension of in-role behaviour and organisational citizenship behaviour. The scale assessed the employee performance through the work completion, fulfilment of work responsibilities, help the absentees and overloaded workers, assist supervisor, listen to co workers problems, personal interest in other employees, attendance, notices for leave, protects organisational property and adheres to organisational rules and policies.

Motowidlo & Van Scotter (1994) proposed an employee performance measurement scale for US Air force mechanics. The scale assessed both task performance and contextual performance of workers. Job performance measures from the dimension of inspecting, testing, and detecting problems with equipment; troubleshooting; performing routine maintenance; repairing; using tools and test equipment; using technical documentation; operating equipment; planning and organizing work; performing administrative duties; working safely; cleaning shop facilities; inventorying tools; cleaning and lubricating equipment components and overall technical performance of the mechanics. Contextual performance measures from the dimension of comply with instructions even when supervisors are not present; cooperate with others in the team; persist in overcoming obstacles to complete a task; display proper military appearance and bearing; volunteer for additional duty; follow proper procedures and avoid unauthorized shortcuts; look for a challenging assignment; offer to help others accomplish their work; pay close attention to important details; defend the supervisor's decisions; render proper military courtesy; support and encourage a co-worker with a problem; take the initiative to solve a work problem; exercise personal discipline and self-control; tackle a difficult work assignment enthusiastically; and voluntarily do more than the job requires to help others or contribute to unit effectiveness. Supervisors rated each participant on a 5-point scale ranging from 1 = not at all likely to 5 = extremely likely.

Singh et al. (1996) proposed a scale for measuring the job performance of employees of MNCs in USA and Dutch. The scale consists of items from the dimension of the quantity of work, ability to reach goals, performance potential, customer relation skill, management of time, planning ability, management of expenses, and knowledge of - products, company, competitors' products, and customer needs. Babin & Boles (1998) adopted the same performance measurement scale (Singh et al. 1996) and applied among the frontline food servers in the USA. John et al. (1998) developed a performance measurement scale for Australian employees. Employee performance is measured from the dimension of work quality, work quantity, performance standard and usage of sick leave. Lynch et al. (1999) adopted the job performance scale by Williams & Anderson (1991) for measuring the performance of employees in the USA. The scales consist of items from the dimension of task completion, punctuality, responsibility, attendance, cooperative, performance target accomplishment, creative ideas, influencing skill, helping mentality, proactive and problem-solving ability.

In 2000 Vilkinas proposed a performance scale for bank employees in Australia consists of two items as

'employee meets the managerial performance standards' and the 'overall administrative successes. Chen et al. (2002) adopted scales by Farh and Cheng (1997) for measuring the in-role and extra-role performance of employees in China, consists of (a) significant contribution to the overall performance of work unit, (b) completion job assignments on time, (c) be the best employee in work unit, and (d) performance always meets the expectations of the supervisor. For measuring the extra role performance, three dimensions of Organisational Citizenship Behaviour such as Boosterism, Altruism and Conscientiousness are used.

Kahya (2007) used a performance measurement scale by Motowidlo and Van Scotter (1994) to measure the in-role and extra-role performance of employees in Turkey. In role performance scale consists of seven items (1) Job knowledge, (2) Overcoming obstacles to complete a task, (3) Problem solving, (4) Operating equipment and using tools (5) Working safely, (6) Concentrating on the duties, (7) Protecting the resources. Contextual performance is measured using a scale with three items are interpersonal citizenship behaviour, organisational citizenship behaviour and job dedication. Interpersonal citizenship behaviour includes assisting co-workers with personal matters, Co-operating with others to solve problems, engaging responsibly in meetings and group activities. Organizational Citizenship measured on the basis of treat the supervisor with respect, absenteeism, working systematically, following organization rules and proper procedures, participating responsibility in the organization, completing a task on time and Job dedication measured from the parameters of attention to important details, Quality, Productivity, Creativity to solve a work problem, Engaging in self-development to improve own effectiveness, Generating new ideas to do tasks better (innovation), Planning and organizing of work. Griffin et al. (2007) proposed a scale with three predictors of work role performance for Australian managers are Role clarity, Openness to change and Role Breadth self-efficacy. The three items are measured from the dimensions of individual, teams and organisation. Task proficiency, job adaptability and task proactivity are measured in each dimension.

Al-Ahmadi (2009) introduced a performance measurement scale for nurses in Saudi Arabia, consists of nine items are attendance, punctuality, Sick and emergency leave, improvement in personal skills, good relationship with patients –superiors and colleagues, improvement in work methods, quality of work, overall performance as compared to co-workers, in which respondents' rate their performance using a Likert-type scale with five responses ranges from very poor to excellent. Valentine et al. (2009) proposed a performance scale for measuring the ethical performance of

employees in the USA. The scale consists of personal ethical practices, ethical conduct, and ethics in business practice and social responsibilities of employees.

Shaffril et al. (2010) measured work performance of Malaysian employees from four dimensions like work quantity, work quality, Punctuality and effectiveness in work systems. Work quantity measured regarding achieving the quantity of customers' demand, personal work objectives, organisational goals and the team work objectives. Work quality is measured by strive for work excellence, ensured continual improvements on works, responded to customer complaints accordingly, job performance measures up to expected quality, fulfilled customer needs, work systematically, work does with accuracy. Punctuality is measured from the dimension of doing job according to stipulated time, making prompt decision when necessary, consistent in meeting work targets, consistent in completing work, do job promptly, delivered work on time, and the effectiveness of work systems are measured on the basis of the work system fulfills the customer's requirement, work system fulfills the mission and vision of the organization, work system fulfills the team work objectives and work system meets the personal work goals.

For measuring the job performance of frontline executives in Turkey, scale with two items used is service recovery performance and job performance. Service recovery performance is measured by five items (Boshoff and Allen 2000) as handle dissatisfied customers, dealing with complaining customers, resolving complaints, thrill in satisfying customer and retaining customers. Job performance is also measured with five items (Babin and Boles 1998) regarding excellence in performance, position among top performers, dealing customers better than others, more job knowledge than others and understands client needs. (Yavas et al. 2010).

Razek (2011) measured job performance of university employees in Egypt from the four dimensions of their job are planning skill, organising power, decision-making ability and individual skills. Güngör (2011) Performance of bank employees in Istanbul is measured with a scale consists of five items are the quantity of output, quality of output, timeliness of output, presence at work and cooperativeness. Aktar et al. (2012) also proposed a performance measurement scale for bank employees in Bangladesh with three dimensions are job quantity, job quality and job accomplishment. Suliman and Al Kathairi (2012) used four items for measuring the performance of government employees in UAE. Understanding the duties, improvements in work performance, readiness and innovation and work enthusiasm are measured.

Munawaroh et al. (2013) measured the in role behaviour (Van Dyne and Yee 2005) of Indonesian government employees regarding job knowledge and accuracy of work. Resubun1 et al. (2013) measured work Quality, quantity and workers responsible for assessing the performance of employees in Indonesia. Zameer et al. (2014) proposed an employee performance measurement scale for beverage sector in Pakistan with the job quality and job accomplishment. Trivellas & Reklitis (2014) considered individual goal achievement and overall ability to execute job also along with work quality, work quantity, attendance and decision making for measuring employee performance in Greek manufacturing firms. Muda et al. (2014) considered creativity also for measuring the performance of bank employees in Indonesia.

Jayaweera (2015) used a performance measurement scale by Motowidlo and Van Scotter (1994) for measuring the task and contextual performance of employees in the hotel sector in England. Work performance is measured regarding Job knowledge, physical ability to carry duties, communication skills, teamwork skills, punctuality and concentration to duties. Contextual performance is measured from the dimension of treating the supervisor with respect, working systematically, following organisation rules and proper procedures, participating responsibility in the organisation.

In India, Biswas & Varma (2007) used an employee performance measurement scale (Lynch et al. 1999) assess the employees from the dimension of task completion, punctuality, responsibility, attendance, cooperative, performance target accomplishment, creative ideas, influencing skill, helping mentality, proactive and problem-solving skill. He used the same instrument to measure the employee performance in a different work context in 2009 (Biswas 2009) and 2011 (Biswas 2011)also.

Bamel et al. (2013) used an adapted scale (Mott 1971) for measuring the effectiveness of managers in Indian firms. The scale is divided into three dimensions as productivity, adaptability, and flexibility. Product quantity, quality and resource utilisation are assessed in productivity aspect. Flexibility and adaptability are measured concerning the way of doing work and acceptance of work process changes. In 2015 they used the same instrument among Indian managers for evaluating their effectiveness in a correlation study.

Tripathi (2014) measured the employee performance from the dimension of punctuality, problem identification and solving skill; tasks prioritise skill, individual goal attainment,

proactive, coordination, interpersonal skill and decision making the ability of Indian employees.

VI. COMMENTS ON LITERATURE AND FUTURE DIRECTIONS

By reviewing the literature on competencies for superior performance, factors and measurement scale of employee performance in the international and national level studies, researchers have made an initial discovery on demographic and work related factors of employee performance. The salient areas of contributions of the various research and investigations undertaken are compiled to elicit possible directions for furthering studies in this possible area is attempted. Researchers in both International and Indian context used age, gender, income, educational qualification, job position, type of residence as demographic variables affecting employee performance.

- Individual factors which influence the performance of employees are personal a trait, managerial ability, human relations, and favourable opportunity and some personality-related aspects, learned aspects, and cognitive capacities. Some researchers in the International context used Interactive skills (Participation, Facilitation, and Recognition), Initiating skills (Planning, Time emphasis, Control of details), pressuring skills (Punishes, Gets upset, Applies pressure, and complaints) and Employees' attitudes as important parameters of employee performance. But in the Indian context, individual factors like emotional intelligence variables are negatively related to employee performance.
- Researchers investigated the impact of organisational citizenship behaviour, organisational culture, physical working condition, organisational commitment, motivation, job satisfaction, organisational justice, training, reward, and job enrichment on employee performance in Indian and International context.
- Among the studies related to measurement scales for employee performance, most of the researchers in International and Indian context measured employee performance regarding work quantity, work quality, punctuality, and employee responsibility, etc. only and very few researchers were aligned the contribution of individual employees towards the organizational vision, mission and goals.
- Most of the researchers used self-prepared scales of measurement which suits the requirements for the study.

VII. CONCLUSIONS

This paper has had the objective of profiling the trends in literature on performance management, employee performance antecedents and employee performance metrics and considering how performance appraisal systems can be more efficiently implemented. This paper is an attempt to articulate notable contributions from national and international researchers in this direction. Additionally, this articulation also highlights research findings and offering scope for further studies.

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