PERFORMANCE REVIEW

Identified theories- Role theories, Organizational Behavior Theories, Organizational Culture theories\*, Employee Behavior Theories

Sabine Sonnentag et al. Job Performance

* Performance is multidimensional ( contextual, task, adaptive)
* Each dimension is multidimensional
* Predictors of interindividual differences in job performance –
* Person-specific variables eg. Cognitive abilities, experience, knowledge, non-cognitive traits (proposed by 5 factor model-digman et al.)
* Situation-specific variables –hindrance (role stressors and situational constraints relate negatively with job performance) and challenge stressors (work load, pressure, demand, time urgency relate positively with job performance)
* Intraindividual change and variability in performance – performance is dynamic and unstable.

Emily Johnson and Adam Meade – A multi-level investigation of Overall job performance Ratings

* Agrees with the multidimensional measure of performance
* But argues a unidimensional or composite measure is preferred for decision making in organizations
* Motowidlo and Van Scotter (1994) argue that overall performance rating can be thought of as a measure of an individual’s worth to an organization. Inherently implying performance should cover **only** those behaviors that contribute to the goals of the organization
* Role theory – role expectations that one holds are shaped by both the characteristics of the individual and the context in which he or she is embedded.
* Hypothesis 1- Ratings of both task performance and contextual performance will be positively related to overall performance ratings. **supported**
* Research Question 1 – What proportions of the variance in overall job performance ratings can be attributed to task vs. contextual performance? **64.69% vs 54.02%**
* Lievens et al.(2008) observed that organizational culture accounted for significant observed variance in raters’ policies of combining performance dimensions
* Hypothesis 2a: The **strength** of the relationship between task performance and overall performance will not vary across supervisors. **supported**
* Hypothesis 2b: The **strength** of the relationship between contextual performance and overall performance ratings will vary across supervisors. **supported**
* Hypothesis 3: Employee tenure will be positively related to overall performance ratings. **Not significant**
* NB: Quinones, Ford and Teachout’s (1995) meta-analysis revealed that regardless of the operationalization used, work experience tends to be positively related to overall job performance.
* J. W. Johnson (2001) suggests an employee’s level of experience may influence how his or her supervisor weights the dimensions of performance.
* Organ (1988) theorized that as individuals ascend the organogram their organizational roles expand. Authors predict expansion of roles occur as employee tenure increases. Authors theorize that expansion of roles an employee’s contextual performance will be weighted more heavily as that employee becomes more experienced
* Hypothesis 4: Employee time on the job will moderate the relationship between contextual performance and overall performance ratings, such that the relationship is stronger for those with more (vs. less) time on the job.
* Research Question 2: Is opportunity to observe related to overall performance ratings?
* Measures and Analysis – Task performance scores were computed as the average ratings across 13 detailed task statements derived from a comprehensive job analysis. Contextual performance scores were calculated as the average ratings across 19 items (Podsakoff, et al., 1990)
* **Limitations**
* Future research should address rater and contextual characteristics that influence the contextual performance-overall performance relationship.
* **Conclusion:**
* Relationship between contextual performance ratings and overall performance ratings are heavily affected by individual rater differences (idiosyncrasies) than relationship between task performance and overall performance

Arthur Poropat – New models of Work Performance and their implications for Employee Relations

* Work performance should measure individual contributions to organizational goals and not the output from which the organization benefits
* Difficult to operationalize work performance in a general scope to cover different types of work.
* Campbell et al. and Viswesvaran are involved in a number of studies to find widely applicable models of job performance.
* Campbell et al. developed 8 components for job performance but deny that these components represents orthogonal (uncorrelated) factors of job performance and are not necessarily present in every job.
* Viswesvaran et al model is based on lexical hypothesis (Goldberg 1990) that all practically significant variations in performance would have been identified and labeled at some point by someone in the employment relations or organizational behavior literature. Viswersvaran model is based on 10 components.
* Task Performance- pertains to the technical core, processes that go into transforming resources into products and services for economic exchange
* Citizenship Performance- activities needed to maintain the interpersonal or psychological environment to allow the technical or task core to operate. Explains why citizenship activities are cross-functional and cuts across.
* Task performance seen as role prescribed, whereas citizenship performance seen as discretionary.
* Campbell et al. (1996) model task performance = job-specific and non-job specific task proficiency as well as aspects of written and oral communication, supervision and leadership.
* Borman and Motowildo originally referred to Citizenship Performance asTask Performance. Term was changed to reflect the concept’s relation with Organization Citizenship Behavior- contributions that are not contractually binding or practically enforceable by supervision but are revered and valued by the organization.
* OCB = conscientiousness and altruism + (courtesy, sportsmanship, generalized compliance, civic virtue)
* Despite empirical support of the distinctiveness of the task and citizenship performance (have distinct predictors) it remains a fact that two dimensions are not entirely separate. Scotter and Motowildo (1996) found that job dedication overlapped too much with task performance.
* Practical importance of Citizenship behavior – Borma and Motowildo (1993) proposed citizenship perofmance makes an important contribution to both individual and organizational performance. Creates an enabling environment to tackle unforeseen contingencies.
* Koys(2001) provided evidence that there is a causal relationship between unit-level citizenship performance and profitability (but not the other way round)