



Performance Review Research Results

The respondents were mostly male (91%), which was in line with the distribution for the questionnaire and the company. The majority of respondents were long serving with 10-15+ years, (69%), with 51% being over 40 and another 35% in the 30-40 age range, again consistent with the distribution. Interestingly, 42% had been in a management role for less than 5 years, with a further 23% who had been managers for 5-10 years. This suggests that it can take time to get into a management role within the organisation; however it could also show that there is at least some success at retaining and developing employees into management. In terms of the specific research questions, the following results were obtained:

To explore the purpose and objectives for the reviews with a comparative analysis of managers/reviewees

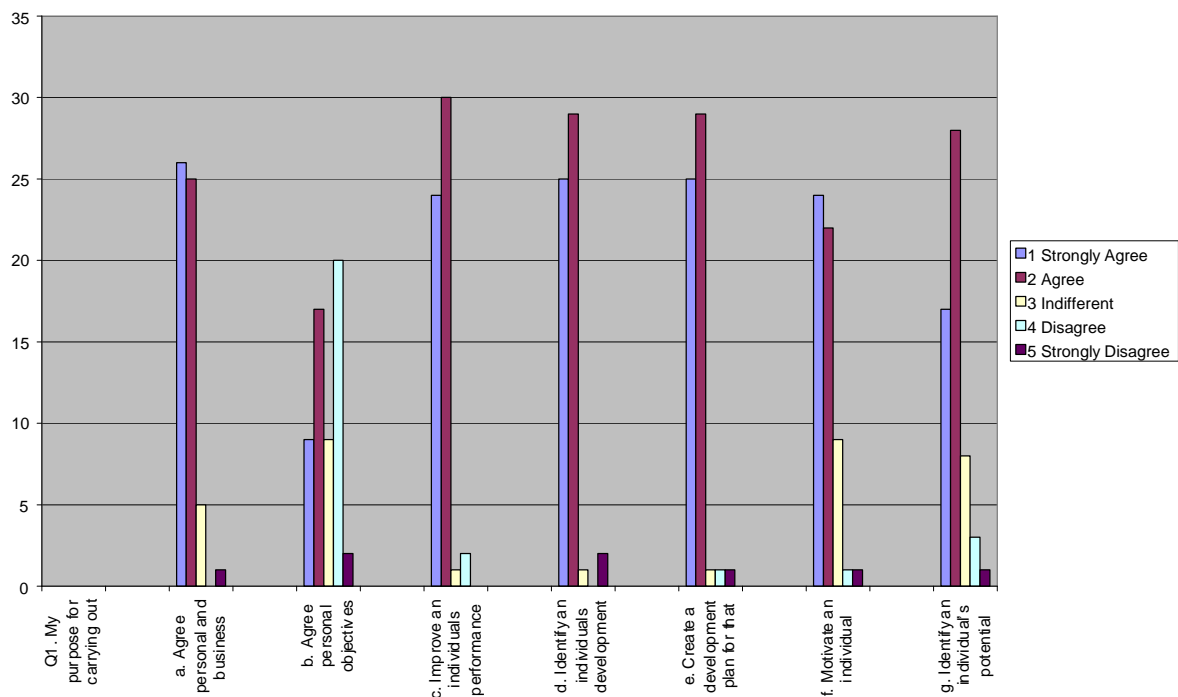


Fig. 1 Managers Responses

Managers rated 3 objectives as equally important as the purpose for conducting reviews. These were to “Improve an individuals performance” (24 (42.1%) strongly agree, 30 (52.6%) agree, total 54 out of 57 (94.7%)), “Identify development needs”



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(25 (43.9%) strongly agree, 29 (50.9%) agree, total 54 out of 57 (94.8%)) and “Create a development plan for the individual” (25 (43.9%) strongly agree, 29 (50.9%) agree, total 54 out of 57 (94.8%)). Standard deviations for these 3 were similar at 14.42, 14.33, 14.31 respectively, showing that the scoring was predominantly toward Strongly Agree/Agree. These are 3 of the 4 key objectives of the process. The fourth, “Agree personal and business objectives with an individual that align to organisational objectives” came close second in order of importance at 26 (45.6%) strongly Agree, 25 (43.9%) agree, total 51 out of 57 (89.5%). Standard deviation was one point lower at 13.01, reflecting a higher indifferent score of 5, with only one person strongly disagreeing.

A close third and fourth were to “Motivate an Individual” (24 (42.1%) strongly agree, 22 (38.6%) agree, total 46 out of 57 (80.7%)) and “Identify an Individuals Potential” (17 (29.8%) strongly agree, 28 (49.1%) agree, total 45 out of 57 (78.9%)). A 3 point differential on standard deviation from the top 3 (11.10, 11.15, indicates a higher number of “Indifferent” scores (9 and 8 respectively), so the scores are slightly more clustered around the mean than the top 3, indicating their slightly lesser importance as objectives for the managers, indicating a greater focus on the importance of improving performance and development of individuals.

There was a fairly even split of responses for “Agree Personal Objectives only” (9 strongly agree (15.8%), 17 agree (29.8%), total 26 out of 57 (45.6%), 9 (15.8%) Indifferent, and 20 (35.1%) disagree, 2 (3.5%) strongly disagree, total 22 out of 57 (38.6%)), with a standard deviation of 7.16 showing a much more tight clustering around the mean.

All those that rated this as Disagree or Strongly Disagree, rated “Agree personal and business objectives with an individual that align to organisational objectives” as the purpose, showing that most of the managers saw both individual and business objectives as important.