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Contributing Management Factors to Performance Management Effectiveness

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Abstract
Effective organizations work like a well-designed and well-oiled industrial machine. Each department is designed and integrated with the whole organization to successfully achieve the results that the organization has planned to achieve and to waste as little time and resources as possible. Organizational effectiveness is a new way to measure and guide organizations to achieve their goals. The study aims to investigate the impact of management factors on performance management effectiveness among managers of information technology. Using data gathered from 151 employees in IT SMEs in Wuhan-China who participated in the survey the present results indicate that there is a significant positive relationship linking management factors and the performance management effectiveness.
Keywords: Management Factors, Organizational Effectiveness, Performance Management

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1. Introduction

Effectiveness of performance management in company management will definitely contribute to company performance to be competent and increase its competition towards domestic and overseas market. Thus, most companies will explore management factors that will contribute to the effectiveness in terms of increasing productivity and organization performance (Adekanmbi and Ukpere, 2022). Nowadays, highly intense market competition forces many companies to continuously develop to fight in global and domestic market, becoming competitive enough can ensure the company to hold universal market. Chinese government put more intense in establish large number of small and medium enterprise to grab back global market (Gherghina et al., 2020). Eventually today, there are more than 8 million SME in China and some of them still have problem with the management.

1.1. Statement of The Problem

Performance appraisal is only a part of the system of performance management. Lack of aspects such as communication before the appraisal, feedback, and applications of appraisal result, will lead to ineffective performance appraisal. Employees do not know they are good and what needs to be improved without timely communication and feedback (Jewell, Jewell and Kaufman, 2022). Bernice and Peter (2007) believe that communication is the intermediate link that connects performance planning and appraisal, which can make each individual in performance cycle to obtain information that improvement at any time, in order to better respond to the changes in work. According to Cao (2010) corporate strategic objectives, culture and quality of manager will affect the effectiveness of performance management.

Mangers of Information Technology (IT) SMEs in China do not have necessary theoretical basis of performance management, and they have not realized that performance management is a system. Therefore, it is difficult to improve employee's performance and organizational performance goals if a performance management system lacks of certain aspects (Chen, 2011). Performance management is a system and every part of this system will affect the effectiveness of performance management (Zhang *et al*., 2003; Shaoyong et al., 2022). So far, scholars have different views of performance management systems. Thus, this paper aims to help IT SMEs in China to know the factors contributing to performance management effectiveness and help them to stimulate the potential of employees to achieve a win-win formula for both companies and employees.

1.2. Research Questions

Several research questions were identified to examine factors that affect IT SMEs performance management.

1. What are the management factors influencing the performance management effectiveness among IT SMEs in Wuhan, China?
2. What are the relationships between management factors and the performance management effectiveness?
3. What are the critical management factors influencing the performance management effectiveness?

1.3. Significant And Scope Of The Study

In order to make IT SMEs in China get better in large-scaled and long-term development, this study brings IT SMEs in Wuhan, China in understanding the problems in performance management. Thus, this study is very significant in micro level and macro level. This study focuses on human resource managers in organizations in the category of IT SMEs in Wuhan, China. 400 organizations were the population of the study. The research has focused on six major aspects of performance management which are planning, communication, information collections and analysis, appraisal, feedback, and reward.

2. Literature Review

2.1. Conceptual and Operational Definition

2.1.1. Small and Medium Enterprises in IT Industry

Companies that are mainly responsible for the development and use of information technology can be called as IT business (Luo, 2006; Anvari, 2022). Computer industry, telecommunications industry and internet industry are all belong to IT industry (Ji, 2011). The definition of IT SMEs in the United States is more extensive. Number of employees under

500 in an enterprise can be fall into the category of SMEs (Zhang, 2006). The definition of IT SMEs given by UK is the enterprise which has less than 200 employees and low market share, and business was run rely on business owners' personal judgments (Jouirou, 2004). SMEs are an enterprise with fixed assets less than 50 million or full-time worker less than 50 according to D.O.E (2006) in Malaysia. In China, SMEs are enterprise with less than 300 employees with business income less than 10000000 Yuan.

2.1.2. Performance

Performance can be defined in three different concepts: (i) Performance is a result and work outcome. (ii) performance is a behavior. (iii) performance is the combination of both result and behavior.

Performance in operational definition can be defined as the result shown by employees at a satisfactory level within a specified time frame. In addition, changes in employees' behavior are important to look at how employees can adapt to changes in the organization, so that employees are able to compete in every challenging SMEs sector.

2.1.3. Performance Management

According to Sahibzada et al. (2022), performance management is a process of making employee output consistent with organizational goal. An integrated performance system consists of planning, performance communication, information collections and analysis, performance appraisal, performance feedback, and performance reward. Operational definition of performance management is a coherent and integrated system. Integrated performance management system consists of six parts, which are performance planning, performance communication, information collection and analysis, performance appraisal, performance feedback, and performance reward. In this system, employees are all involved to co-improve the performance through continuous communication.

2.1.4. Effectiveness of Performance Management

Effectiveness of performance management are the process of reaching consensus on what are responsibility goals and how to achieve goals between managers and employees, and the process to promote employees to achieve goals for achieving excellent performance**.**

2.1.5. Performance Communication

Performance communication is the process where managers and employees work together to share information. This information includes case process, potential problems, solutions and what managers can do to help employees, etc.

2.1.6. Information Collection and Performance Appraisal

Information collection is the method that manager collects performance-related information, records employee work behavior and creates written documents.

Performance appraisal is assessment and measurement of work behavior and work result of employees through systematic approaches. The appraisal results can directly affect the salary, job promotion and other vital interests of employees.

2.1.7. Performance Feedback and Performance Reward

Performance feedback can be defined as a communication channel whereby appraisal or manager responsible for evaluating the employee's performance. It refers to a method of achieving communication between the organization and employees for personal performance and organizational expectation. Performance reward means an exchange given to employees

for the efforts and contributions to the organization. Additionally, the reward is seen as appreciation to the employees and encourages employees to remain in organization for longer period.

2.2. The Features of Human Resources in IT SMEs

Employees of IT SMEs have high level of knowledge, as well as high level of demands (Fang, 2003). In Chinese IT SMEs, employees with education background of Bachelor degree are the main body of the whole employees; the amount of them is almost 620000. Employees with post-graduate degree are about 50000 accounting for nearly 10% of the total number of employees (Chen and Zhou, 2003). Human capital will become the most important capital, and human resource will become the most important resource, which is particularly prominent in IT SMEs, this issue has become the primary challenge to the survival and development of IT SMEs (Gherghina et al., 2020)

2.2.1. The Status of Performance Management in IT SMEs

At present, there are still many problems in the process of implementing performance management in Chinese IT SMEs (Fang, 2003). Firstly the concept of performance management of managers is fall behind (Chen and Wang, 2006). In most IT SMEs, managers do not realize the effectiveness of guidance and incentives that performance management could do for employees, but only take performance management as a standard of the bonuses (Di, 2006). Secondly, managers take performance appraisal as equivalent to performance management (Hu, 2006). Thirdly, staffs do not understand performance appraisal of enterprise (Henrik and Lan, 2001); many staff believe that performance appraisal is aiming to fire them or to achieve pay cut through fault-finding (Hu, 2006). Moreover, majority of IT SMEs do not get effective feedbacks from managers, so the results cannot be linked to bonuses, promotions effectively and cannot play its due role of incentive (Derek, 2006).

2.2.2. Performance Management

Performance management is a system that manages employee and organizational performance (Fandray, 2001). It emphasizes the achievement of organization's strategic goals through adjustment to the organization structure, business processes and other aspects. Performance can be divided into employee performance and organizational performance (Jarkko, 2002). Employee performance focuses on employees' behaviors and outputs while organizational performance focuses on organizational behavior and outputs.

Yang (2004) proposed a model of factors affect performance. The main factors that affect the performance are shown in Figure1.

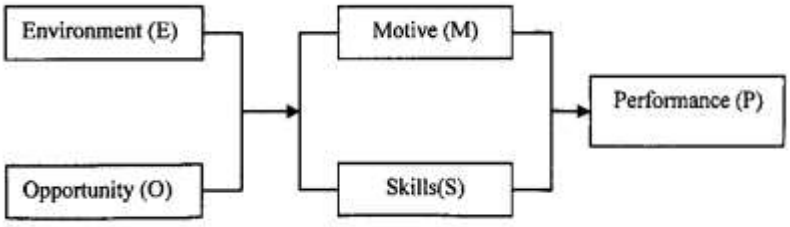


Figure Factors Affect Performance Model (Yang, 2004)

This model shows that under the condition that other factors are held constant, the higher the employee's skills, the more significant his performance is, staff skills and performance are proportional (Xiong, 2010). In order to achieve effective performance management, there is a

need to grab these three components: determine the performance goals, the assessment of performance goals and employee motivation (Zhong and Shi, 2003). Effectiveness of performance management will facilitate adaptation to organizational structural adjustment and changes, could save manager's time and costs and can promote the continuous development of employees (Feng, 2006; Hong, 2004; Zhong and Shi, 2003)

2.2.3. Views of Effectiveness of Performance Management

Effectiveness of performance management is the management of performance system (Bao, 2004). Bao (2004) proposed that an effective way to improve performance is to conduct performance management. Performance management can improve organizational and employee performance, development team and individual's potential, as well as helping the organization to achieve success all the time. Zhong and Shi (2002) pointed out that in order to achieve effective performance management, it is needed to grasp three components: (1) determine the performance goals. (2) the assessment of performance goals. (3) employee motivation. Currently, the enterprise performance management has many problems. Among them, the performance appraisal is equivalent to performance management; company's performance appraisal is not effectively combined with enterprise strategy; and performance indicators designed unreasonable. To solve these problems, Qu (2010) suggested several solutions. Qu (2010) believed that performance management is a systematic project. And this system should include the following aspects: establish a performance management concept to the employee; periodically testing the rationality of the evaluation standard and focus on improving performance management process integrity.

2.3. The Theories of Performance Management

Performance management has wealthy theoretical contents and a complete theoretical system, performance management in SMEs is mainly based on MBO, hierarchy of needs theory, equity theory and expectancy theory (Gherghina et al., 2020).

2.3.1. Management by objective theory (MBO)

Management by objectives proposed that considered goals and tasks of an enterprise must be transformed into practical overall goal, then disassemble the overall goal to the every department of the enterprise, each department will then disassemble the goal to every employee and finally manage employee based on determined performance goals in order to achieve the overall goal of the enterprise (Hoffman, 2005).

2.3.2. Hierarchy of needs theory

Maslow's Hierarchy of Needs Theory emphasized five levels of needs where the lower level need to be satisfied before it can be moved to another level; the levels are physiological needs, security needs, social needs, respect needs and lastly self-realization needs (Attahir and Kojo, 2005). According to hierarchy of needs theory, the primary goal of employee may be simply as earning money to maintain their live hood when they just entered the enterprise and after basic physiological needs are satisfied, then they will begin to pursue needs of higher level (Hatry, 2002).

2.3.3. Expectancy theory

Victor Vroom introduced expectancy theory where he believed that people tend to take such action which expected can bring a particular result that has attraction to individuals (Ji, 2011). Expectancy theory is expressed as in formula below:

Stimulating power = efficacy value × expectation value

Based on Vroom proposed theory, the relationship among these three values should be well organized while stimulating (Jouirou, 2004).

2.3.4. Equity theory

Stacey Adams proposed equity theory in which he believes that employees will firstly compare the result of their work (income) with their efforts (outcome), and then they will compare their own ratios of income, outcome to others (Patrizia *et al*., 2005). If the two ratios are not equal, employee may feel injustice. When the sense of injustice occurred, the employee will try to take action to change it (Henrik and Lan, 2001).

3. Research Method

Figure 2 depicts the variables to be examined in this paper.

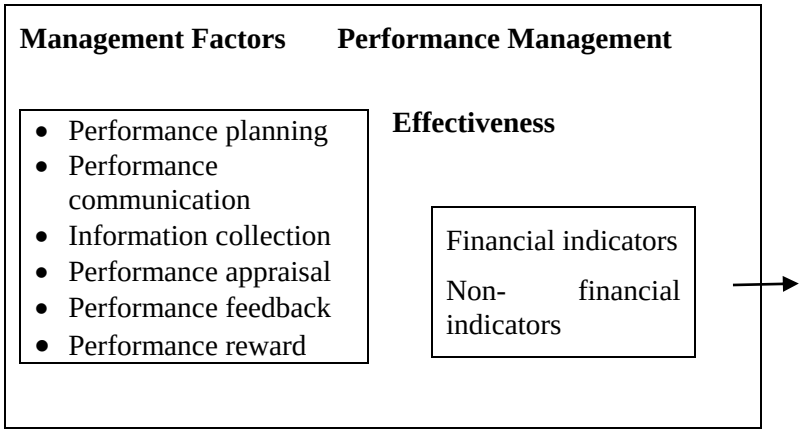


Figure 2 Conceptual framework

3.1. Measurement of Performance Management Effectiveness

Bredrup (1996) suggested in his studies that performance management of organizational level is constituted by three procedures and put forward a three-step model: performance planning, improvement and inspection for the model of performance in organization level (Hou, 2004). In employee level, Ainsworth and Smith (1993) proposed a three-step cycle model, and considered that the staff performance management is a cycle consisted of planning, appraisal and feedback (Ma, 2006). Meanwhile, Storey and Sisson (1993) combined organization and staff together and come out with integrated model of performance management called performance management cycle model where they emphasize the enterprise's goals and strategies, department. and term goals and relevancy and consistency between individual's goals (Xiong, 2010). Measurement of enterprise's performance effectiveness should include multiples dimensions, both the traditional financial indicators, such as sales, market shares, profit margin, and the non-financial indicators (Miller, 2009). In this study, two dimensions will be used to measure the performance management effectiveness namely financial indicators and non-financial indicators.

4. Result and Discussion

This study analysed all the collected data which was obtained from 151 respondents in different IT SMEs in Wuhan. From the reliability analysis, the Cronbach Alpha scores for each variable are from 0.721 to 0.820, and all of them are higher than 0.7 (acceptable coefficient in this study), with some even higher even higher than 0.8, which indicates good reliability (Kiff, 2009). Thus, the collected data in this study is reliable. Mean scores of all the

variables and their elements were conducted by descriptive statistics. The results showed and their elements obtained mean scores which were less than 3. This indicates that most respondents rated performing management effectiveness and its influencing factors (performing planning, communication, information collection, appraisal, feedback and reward) as being badly performed within their organizations.

All hypotheses were tested by Pearson Correlation analysis, Table 3.1 presented the coefficients of the correlations between the dependent variable (effectiveness of performance management) and independent variables (performance planning, communication, information collection, appraisal, feedback and reward). All of eighteen coefficients were greater than 0.7, an indication that the correlations were strong. Table 3.2 displays six management factors that influence the performance management effectiveness. According to the results of multiple regression analysis, performance planning relationships is the most influential factor for performance management effectiveness; performance reward is second, followed by performance appraisal which had different effects on performance management effectiveness. Performance communication is the least important in the four.

Table 1 Relationship between management factors and the dimensions of performance management effectiveness

	Financial indicators	Non-financial indicators
Performance planning	0.776**	0.765**
Performance communication	0.714**	0.748**
Information collection	0.713**	0.722**
Performance appraisal	0.701**	0.722**
Performance feedback	0.703**	0.705**
Performance reward	0.730**	0.773**

Table 2 The impact of management factors on performance management effectiveness

Model	**Unstandardized Coefficient**		**Standardized Coefficient**		
	B	**Std. E Sig.**	**Beta**	**t**	**Sig.**
(Constant)	9.941	1.494		6.655	0.000
Planning	0.724	0.147	0.307	4.916	0.000
Communication	0.297	0.139	0.142	2.130	0.035
Information collection	0.297	0.154	0.125	1.933	0.055
Appraisal	0.372	0.137	0.166	2.718	0.007
Feedback	0.232	0.149	0.101	1.559	0.121
Rewards	0.444	0.161	0.190	2.756	0.007

4.1. Discussion

In this section the discussion will be focused on the outcome of the analysis. The main purpose of this study is to investigate the level of six management practice factors (performance planning, communication, information collection, appraisal, feedback and reward) and the effectiveness of the performance management in IT SMEs of Wuhan.

Profile of respondent

Demographic result shown that most of the respondent in this study are male (59.8%) and most of them are in mid-aged. This is due to the fact that all of the respondent are experience human resource managers. However, the majority of the respondents have been working for a short-term period in IT SMEs, only 15.2% of respondents have been work more than nine years. This is because IT industry just started to develop within these two decades. Besides, they had working experience in other companies for the previous year. Moreover, the result shows that most of the respondents are graduated from bachelor's degree or above, whereas there are very small numbers of respondent who graduated from Master and Doctoral Degree. This is due to the limited financial resources of SMEs to attract highly educated people.

Level of six management practice and relationship with effectiveness of performance management

The result shows that the relationship between six management practices and the effectiveness of performance management are high level. These mean that six management practices affect the effectiveness of performance management. For performance planning practice result shows that most respondents disagree that company's performance planning is set by consultation between supervisor and employees. In their opinion, unilateral setting of performance planning without consultation between manager and employees is a poor practice. On the other hand, the respondents are more satisfied with the implementation of the company's planning, which is effective. However, there are still many ways to improve in the implementation of company's planning. Besides, Meng (2008) showed that the common problem in performance planning is lack of employees' participation. Result of Pearson correlation coefficient found that there is a high positive relationship between performance planning and effectiveness of performance management.

For performance communication practice results shown that most respondent disagree manager always informs the staff with work-related information on time. Therefore, the main problem of communication in SMEs is manager and employees do not communicate effectively within a period. Besides this, Pearson correlation of this study shows that there is a high relationship between performance communication and performance management. This study was consistent with results done by Zheng and Waeyenberg, Peccei and Decramer (2022) and Xiao (2008) were communication and feedback influence performance management effectiveness. For the information collection practice, the result shows that most of the respondents disagree that the channel of information collection includes all employees in the enterprise and disagree with the vary information collection methods. This finding show that IT SMEs has some problems with information collection such as channel are not holistic, incomplete data collection, simple collection methods and information not recognized by employee. The finding of this study showed similarity with the finding of the study by Meng (2008). Meng found that the information collection in Chinese government are insufficient and not in time. Yang (2004) pointed out that information collection is an organized systemic method to collect staff-related work activities and organization performance. This is very important because result show that information collection practice has a high correlation with effectiveness of performance management.

Pearson correlation result showed that there is a high, positive relationship between performance appraisal and effectiveness of performance management. This means that when the performance appraisal is better, the performance planning will become more effective and both financial and non-financial indicators will be better. However, the result of this study shows that the indicators of company's performance appraisal are incomplete, and appraisal

does not combined effectively with enterprise strategy. This reflects SMEs' performance appraisal is imperfect and is not fair and open enough.

The result of Pearson correlation shows that performance feedback has high correlation with effectiveness of performance management. This means when the performance feedback is better, the performance planning will become more effective, and both of the financial and non-financial indicators will be better. However, most respondents in this study disagree that during feedback process, manager doesn't often criticize employees and this means majority of respondents think that the managers will often criticize employees in the feedback process. Finding of this study showed agreement with research carried out by Zuo (2007). He found that managers often criticize employees which are the biggest problem in performance feedback in Jiangsu SMEs. The finding in this study is in line with the research by Zuo (2007), the most critical problem in performance feedback in SME is dissatisfaction of managers towards employees.

The result for the reward practice dimension shows that most respondents disagree that employees with good appraisal results will be given more developing opportunities. Many of them think that even if company performance reward policy is not clear enough. This means that SMEs appraisal result is not effectively integrated into reward system. In a similar research, Wang (2004) also found that appraisal results are not integrated effectively with the reward which is the most prominent problem in Jiahe company. In short, IT SEMs and Jiahe company are having the same problem, whereas there is no effective integration between appraisal results and reward.

Based on data analysis, it is clearly shown that performance planning, information collection and appraisal are contributors to the impact of financial indicators of performance management effectiveness. When the quality of three of the factors is high, it will have significant impact on financial indicators. Therefore, the performance planning has the most positive influence on the financial indicators of performance management effectiveness in Wuhan IT SMEs and followed by appraisal and information collection.

Result from multiple regression analysis shown that, performance planning communication, appraisal and reward are contributor to the impact of non-financial indicators of performance management effectiveness, and followed by reward, communication and appraisal.

Combined these two dimensions, the result from multiple regression analysis also shown that performance planning, communication, appraisal and reward contributors to the impact of performance management effectiveness. When the quality of four of the factors practice is high, it will have a significant influence on effectiveness of performance management. Therefore, performance planning has the most positive influence on the non- financial indicator and it is followed by reward, appraisal and communication.

As a result, the overall finding of this study found that planning, communication, appraisal and reward are all factors that impact effectiveness of performance management. Unilaterally set performance plans, lacks of ongoing communication, bad combination of reward are the problem of Chinese government.

5. **Conclusion**

The analysis from the data shows that performance planning is the most effective factor that affects performance management. However, research shows only a few companies have made the managers and employees set up performance planning jointly. Therefore, performance planning of IT SEMs in Wuhan is difficult to be implemented effectively. Thus, managers and employees need to reach a consensus on the formulation of performance planning. In short,

performance management is a continuous process, rather than one or two activities in one year (Meng, 2008; Abu Mansor and Anvari, 2012). In order to improve the effectiveness of performance management, IT SMEs should combine both appraisal results and performance rewards. For employees with good appraisal results, better promotion should be taking into account, in addition to higher wages and bonuses. Therefore, this study just focused on IT SMEs over a single point in time. Future study could be extended to longitudinal analysis. The study can also extend to other industries. Besides this, future study should incorporate interviews in the same area so that detail information can be examined. Secondly, future study could be extended by investigating the relationships among these factors or keep on analyzing each factor in greater depth and detail. Lastly, future study could try to extend this study area to other factors of performance management effectiveness such as culture, loyalty and satisfaction.

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