

ABSTRACT

A Study of Employee Performance *vis a vis* the Performance Evaluation Mechanisms used in the Jamaican Workplace

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This dissertation examines the subject of individual employee performance and by extension Jamaica's workforce productivity from the perspective of the processes used to engender optimum levels of performance. The survey research method was used to explore the mechanisms commonly used to monitor and measure performance in the Jamaican workplace, while seeking to identify basic but rectifiable causes of unsatisfactory performance.

The current global economic environment characterized by fierce competition in all markets, is being intensified by the removal of preferential trade agreements. National boundaries can no longer provide protection to fledgling or mature industries alike. All must compete at global levels. This work contends that there will always be sources of dissatisfaction within the workplace, as successive studies conducted in the Jamaican workplace and elsewhere have shown. This study portends that the human capital is the pivot on which an organization's or country's economic success rests. Without the directed application of the human capability, whether it be the use of deft hands or ingeniousness, all other assets remain inert.

Therefore employers, supported by the government, must utilize processes or systems that will align their employees with organizational (or industry) goals, and at the same time, reveal the obstacles which prevent the goals being attained. The overarching theory of this study is that productive behaviour is a function of the infallible methods employed to elicit such behaviour. Systems largely used in Jamaican organizations are seen from this research to be better suited to hierarchical and predictable workplace environments.

Effective systems cannot be one-size-fit-all, or static, but must in essence reflect the variety of, and also ever emerging industries; the present unpredictable work order; and the new type of 'iridescent' worker. They must be multi-dimensional to be able to capture all the critical elements which lead to good performance, and direct employee behaviour accordingly.

Keywords: Jennifer Elizabeth Wynter; performance evaluation, workforce productivity; performance standards; behavioural competencies, organizational systems, measurement.