

Employee Performance and Measurement Approach

In this week, you will learn how to define performance and measurement approach. According to Aguinis (2013), “Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work” (p. 88). As an HR professional, you will have the opportunity to observe employees’ performance. Some employees will supersede others. The employees with higher performance levels will be using “(1) declarative knowledge, (2) procedural knowledge, and (3) motivation” (Aguinis, 2013, p. 89). If employees fail to perform any one of the determinants (declarative knowledge, procedural knowledge, and motivation), the work completed for the day has no value. All the steps must be accomplished in order for the performance of the employees to have a greater value. In addition to these determinants, the employees must use deliberate practice. Take for a moment an Olympic skater who has his/her mind-set on winning the gold medal. His/her performance must be exceptional, but to get to this point, it would require him/her to adhere to a rigorous training schedule and accept feedback from his/her coach. The Olympic skater should possess a certain mind-set and use his/her time for deliberate practice if he/she is to achieve his/her goal and so must an employee of an organization. Deliberate practice requires an employee to do the following:

- Have the drive to constantly improve performance.
- Be cognizant of what is occurring while performing the job.
- Realize why the job is being performed.
- Seek feedback from the experts in order to improve performance.
- Conduct a mental assessment of the job, work environment, situations, and the organization.
- Remember to use the approaches on a daily basis.

Lastly, an HR professional can use these three approaches to measure performance: behavior, results, and trait.

Determinants of Performance

What factors cause an employee to perform at a certain level? Why do certain individuals perform better than others? A combination of three factors allows some people to perform at higher levels than others:

- Declarative knowledge
- Procedural knowledge
- Motivation

(Aguinis, 2013, p. 89)

Review each determinant of performance to learn more.



Additional Materials

From your course textbook, *Performance Management*, read the following chapter:

- Defining Performance and Choosing a Measurement Approach

From the South University Online Library, read the following article:

- [Measuring the Success of a Performance Measurement System in Thai Firms](#) 



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