<u>**EXPLANATION OF THE ORGANISATIONAL PERFORMANCE FACTORS**</u>

1. The four *Hard Side Factors* pertain to areas that include vision, mission, objectives, structure, strategies and style--all essential to organizational stability.

<u>**Goal Clarity**</u>

The Goal Clarity Factor defines only indirectly the actual process of setting goals and the systems used to establish those goals. Of much more critical nature is the clarity by which goals are stated, the effectiveness of the communication of the goals, and the actual measurement of the goals. Individuals concerned about personal and/or organizational goals are uncertain about what the goals are. These individuals also are not certain about their role or significance in attaining organizational goals.

<u>**Planning**</u>

Planning refers to the degree to which personal or group time is allocated to an orderly system of evaluating needs and opportunities, establishing priorities, developing strategies, and implementing tactics to achieve goals. Individuals scoring high in this factor are aware of a lack of personal and/or organizational planning. This concern may relate to personal time management. But more likely, the individuals are frustrated about having to undertake "last minute" assignments, finish large projects in an unrealistic time period, or assume major responsibilities without adequate lead time.

<u>**Accountability**</u>

Accountability refers to the identification, definition, acceptance, and subsequent communication of tasks and roles in a job, position, or organizational unit. A key factor is also a determination of the degree to which accountabilities are real or imagined. Individuals concerned about accountabilities do not clearly understand their job or position tasks, and their roles to accomplish those tasks.

<u>**Measurement**</u>

Measurement is the existence of reasonable, rational, and practical standards by which an individual's or organizational unit's performance is evaluated in a fair and mutually acceptable manner. Individuals concerned about measurement feel vulnerable about how they are being evaluated. In new or unfamiliar situations, this feeling is normal and should not last long. However; if the organization continually fails to establish clear performance measurements, individuals may decide that low performance is acceptable.

2.   The four *Soft Side Factors* pertain to areas that include staffing, procedures and practices--all essential to organizational growth.

Human Resource

The Human Resource Impact Factor is the over-all dimension describing the productive performance of the people within the organization. On the employee survey it is the general view which the organization takes concerning the development and utilization of its personnel. The Human Resource is the most potentially productive resource the organization has and yet is the most volatile. Individuals concerned about Human Resources do not like the style, form, and systems of resource management in their organization. Their dissatisfaction may range from strong dislike to anxiety and distrust.

Communications

The communications processes are vital to an organization and critical to its productivity. The Communications Factor includes the transfer of information, written or verbal. The critical element in defining communications problems lies not in whether information is created, but in whether the information is transferred appropriately. Individuals concerned about communication are frustrated because the information required to perform their jobs is inadequate. This condition can become a very serious problem. The impact on morale, attitude, attendance, and efficiency can range from significant to severe.

Recognition

The Recognition Factor is one which is vital for incorporation into management techniques, systems and jobs. Recognition is a critical need of the organization; and thus is an excellent descriptor of perceived organizational relationships in terms of belonging, or making contributions, being involved and achieving within the organization. Individuals concerned about recognition needs are unhappy with a system that is not concerned about people. Apparently, the organization values functions more than performers of the functions.

Climate

Climate is the state or condition of an organization or a part of an organization measured in terms of the degree of positive or negative influences, attitudes, or relationships that exist. It may also be described as the general feeling tone of the workplace and its resulting impact on morale and productivity.

3. ***Culture Factors*** include alignment with the organizations published values. This measures credibility of the organization and its leaders as determined by the employee. Values alignment is foundational to the development of trust capital within the organization. Failure to develop and grow this trust capital will cause employees to disengage or actively disengage from the group. This leads to higher turnover, reduced productivity, lower moral and ultimately impacts customer loyalty. Survey questions are customized to the organizations core values.