

PERCEIVED PERFORMANCE SCALE

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Work performance assesses whether a person performs a job well i.e. the work related activities expected of an employee and how well those activities were executed. Work performance is scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. Individual work performance is an employee' relevant outcome. In most cases, increasing real performance increases perceived performance.

Perceived Performance Scale (PPS) is a psychometric instrument specially designed to measure the employee' subjective i.e. perceived performance. PPS measures employee' assessment for his/her work related skills, abilities, knowledge, motivation, opportunity, and perceived performance.

All PPS 16 items had scored response choices ranging from "1" to "12", but these choices varied across items.

For example, "Using the same 1-to-12 scale, how would you rate your learned capacity to perform adequately your tasks, duties or roles at work"; response scale is from "Lowest" (1-point) to "Highest" (12-points); or another example: "Using the same 1-to-12 scale, please rate how superior and competent your performance is in a job or work situation"; response scale is from "Worst" (1-point) to "Superior" (12-points).

THEORETICAL BACKGROUND

Perceived Performance Scale (PPS) followed the MOA theory (Rothschild, 1999; Appelbaum et al., 2000; Binney et al., 2007; Ingley and Lockhart, 2015). It suggest that individual performance is a function of ability, motivation and opportunity or, alternatively:

$$P = f(A \times M \times O)$$

In which P was performance, A was ability, M was motivation and O was opportunity. In general, work performance is a function of the three factors acting together - individual performance is a function of ability, motivation and opportunity (Boxall and Purcell 2003).

In PPS Motivation-Opportunity-Ability model was adopted even the broader manner i.e. the whole KSAs model was incorporated, and ability was a component in KSA model or, alternatively:

$$P = (KSA) \times M \times O$$

Knowledge (K) is a body of information applied directly to the performance of a function.

Skill (S) is an observable competence to perform a learned psychomotor act.

Ability (A) is competence to perform an observable behavior or a behavior that results in an observable product. Ability has to do with whether a person can do a task. Ability

means quality, proficiency, a capacity, and talent to do something or that enable one to perform a particular feat at a specified time.

Motivation (M) is a measure of whether a person wants to do it. Motivation is a state that energizes behavior, causing it to take place. Either person engaged in activity because the experience it as interesting and enjoyable, has sense of freedom, self-initiation, and volition or engage in activity because it is instrumental to a separate, though desirable consequence – attaining a reward or avoiding a punishment. Satisfaction comes not from activity itself but from consequence reward/punishment.

Opportunity (O) is about accessibility; a person can't do a task if she is not given a chance or if she is denied access to necessary resources or amenities. Opportunity is about to have an employment, an occasion or situation that makes it possible to do something that you want to do or have to do, or the possibility of doing something or an amount of time or a situation in which something can be done.

INTERNAL CORRELATIONS

Internal correlations are shown in Table below.

Table. Within Sample Correlations in Perceived Performance Scale (N = 974)

	1	2	3	4	5	6
1. Skills	1.00					
2. Ability	0.67	1.00				
3. Knowledge	0.69	0.69	1.00			
4. Motivation	-	0.59	0.50	1.00		
5. Opportunity	0.45	0.55	0.47	0.52	1.00	
6. Perceived performance	0.78	0.87	0.83	0.78	0.75	1.00

All presented correlations are statistically significant ($p < 0.05$)

RELIABILITY

Internal consistency reliability (Cronbach α or coefficient alpha) generally ranges from 0.70 to 0.91 (see Table).

Table. Reliability Statistics for PPS

	Number of items	EST-PL Cronbach α	TOTAL (all samples) Cronbach α
Perceived performance (PPS)	15+1	0.91	0.91
Skills	3	0.84	0.85
Ability	3	0.75	0.71
Knowledge	3	0.75	0.76
Motivation	3	0.88	0.90
Opportunity	3	0.70	0.70
Number of valid cases (N)		431	543

* Widely is accepted .70 coefficient alpha as a standard (Nunnally, 1978)

ESTONIAN NORMS

Estonian Norms for PPS (see Table). Estonian norms are based on 788 people from 5 samples (one general sample, and 3 occupational (nurses', civil servants', teachers' samples).

Table. Descriptive statistics of Perceived Performance Scale (PPS) in Estonian: (N = 788). Perceived Performance Scale (PPS): 12-point responds scale - from “Lowest” 1-point to “Highest” 12-points.

PPS	TEACHERS (N=144)		NURSES (N=219)		CIVIL SERVANTS (N=89)		EST (N=245)	
	M	SD	M	SD	M	SD	M	SD
Perceived performance	9.84***	1.25	9.71***	1.17	9.77	0.88	9.76	1.15
Skills	9.75	1.33	9.77	1.27	9.79	1.06	9.66	1.18
Ability	10.07	1.37	9.89	1.24	10.10*	0.93	9.82	1.13
Knowledge	10.13**	1.26	9.60	1.48	10.00	1.01	9.81	1.15
Motivation	9.79**	1.75	9.63	1.77	9.50	1.49	9.33	1.65
Opportunity	9.52	1.98	9.57	1.58	9.44	2.00	9.71	1.40
Self-assessment of performance	9.70	1.53	9.97	1.36	9.82	1.29	9.78	1.45

Occupational sample is significantly different from the EST sample: * $p < 0.05$;

** $p < 0.01$; *** $p < 0.001$

POLISH NORMS

Polish Norms for PPS (see Table). Polish norms are based on 186 people from one general sample.

Table. Descriptive statistics of Perceived Performance Scale (PPS) in Polish: (N = 244). Perceived Performance Scale (PPS): 12-point responds scale - from “Lowest” 1-point to “Highest” 12-points.

PPS	PL (N=244)	
	M	SD
Perceived performance	9.66	1.63
Skills	9.65	1.50
Ability	9.30	1.57
Knowledge	9.31	1.62
Motivation	8.99	1.79
Opportunity	9.39	1.41
Self-assessment of performance	9.33	1.33

PUBLICATIONS and/or CONFERENCES (Bibliography of Studies Using the PPS)

Teichmann, M. (2016). *E-HRM* (Human Resource or Personnel or Human Factor or Human Capital). In: Conference “New approaches to HR management: do

they work in Central and Eastern Europe?” University of Silesia in Katowice, Poland, the 6th of October, 2016.

Teichmann, M., Murdvee, M., Kożusznik, B., Smorzewska, B., Gaidajenko, A., Ilvest, J. Jr. (2017). *Relationship between the Employees' Perceived Performance and Various Work Related Psychosocial Characteristics*. In: European Association of Work and Organizational Psychology (EAWOP) Congress “Enabling Change through Work and Organizational Psychology”, May 17th - 20th 2017, Dublin, Ireland (in press).