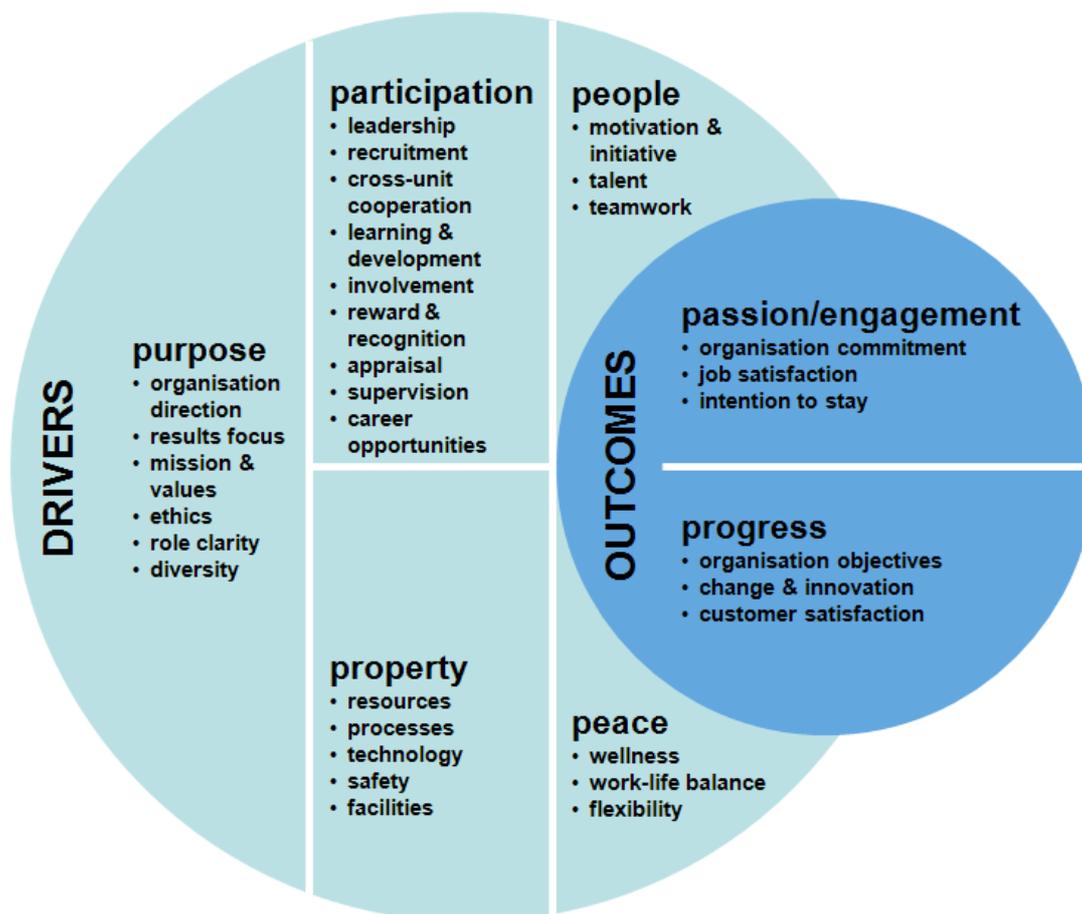


7Ps model of organisational performance

Employee engagement refers to the positive attitudes and emotions that contribute to high performance. It is important because organisations with more engaged employees have greater staff retention and a more productive workforce. At the individual level, it also means that employees enjoy their jobs and like being part of the organisation. Given this, employee engagement is important organisationally and individually.

DEVELOPMENT OF THE MODEL

The Voice Project 7Ps model was created after extensive research with over 1000 organisations. The model has two broad purposes. Firstly, it aims to measure performance across a broad range of HR and management practices in the areas of Purpose, Property, Participation, People, and Peace. Secondly, the model measures the impact of these practices on two key organisational outcomes – Passion/Engagement and Progress. The dual function of the survey allows organisations to assess the key practices and identify the main drivers that will maximise staff engagement and organisational progress. The Ps are shown in the diagram below:



OUTCOMES

There are two key measures of organisational performance in the model, these are:

1. **Passion / Employee Engagement** – the extent to which staff are passionate about their day-to-day work, positive about belonging to the organisation and keen to keep working there.
2. **Progress** – this measures staff perceptions about organisational performance: how successful is the organisation at achieving its objectives, how well is change and continuous improvement managed, and is client service delivery of a high standard.

DRIVERS

Driving the outcomes of engagement and progress are a range of organisational practices. Current performance is measured in each of these practices and this helps to identify the key changes that can be made to achieve stronger engagement and progress. For example, if employees are unclear about the purpose of the organisation, this is likely to affect their emotional attachment to the organisation and their evaluation of its progress. In this example, action could be taken around communication of strategy or perhaps clarifying organisational values.

The drivers of engagement/passion and progress include:

1. **Purpose** – this is about the clarity which exists about your organisational identity. Are staff aware of senior management strategy and vision? Are staff committed to the values and mission of the organisation?
2. **Property** – the extent to which staff feel they have the infrastructure and resources they need to do their jobs.
3. **Participation** - this area relates to staff's feeling about how they are managed, the extent to which they receive development opportunities, satisfaction with organisational communication – vertically and horizontally, and many traditional 'HR' practices.
4. **People** – this is mainly about staff's relationships with their immediate co-workers. Do they work well in a team? Are they motivated? Are they skilled and talented?
5. **Peace** – how well are staff able to maintain peace by managing stress, achieving work-life balance and working flexibly.

PSYCHOMETRICS

All the scales in the Voice Survey have strong reliability (average scale alphas = .83) which means that the survey provides an accurate measure of organisational practices. In addition, the Voice Project model has good validity with demonstrated links to independent measures of organisational performance, such as turnover, productivity, absenteeism, and manager's reports of financial performance.

Detailed Scale Breakdown

Drivers	Scales	Definition
Purpose	<i>Organisation Direction</i>	Awareness of organisational vision and values, and the strategy management is using achieve them
	<i>Mission & Values</i>	Belief in the purpose and values of the organisation
	<i>Role Clarity</i>	Understanding of job goals, requirements, function and performance
	<i>Ethics</i>	Social and environmental responsibility of the organisation
	<i>Results Focus</i>	Emphasis on continuous improvement, high standards and results
	<i>Diversity</i>	Extent to which all staff are given equal opportunity, and discrimination, sexual harassment and abusive behaviour are prevented and discouraged
Property	<i>Processes</i>	Clarity and efficiency of policies, procedures and responsibilities
	<i>Resources</i>	Access to all necessary equipment, resources and information for effective job performance
	<i>Technology</i>	Extent to which technology is up-to date and effectively utilised
	<i>Facilities</i>	Condition of buildings, grounds and facilities
	<i>Safety</i>	Priority placed on safety through equipment, training, awareness of OH&S responsibilities, and manager modelling safety behaviour
Participation	<i>Leadership</i>	Ability and vertical communication skills of senior management
	<i>Cross-Unit Cooperation</i>	Extent to which knowledge and information are shared horizontally between different sections of the organisation
	<i>Involvement</i>	Employee consultation and involvement in decision-making
	<i>Supervision</i>	Manager's ability, availability, support and fair treatment
	<i>Recruitment & Selection</i>	Extent to which the organisation targets and selects the right people
	<i>Learning & Development</i>	Provision of effective staff training and development
	<i>Career Opportunities</i>	Investment in career planning, skill development and opportunities for career progression
	<i>Performance Appraisal</i>	Frequency and fairness of performance evaluation, and clarity of feedback for improvement
	<i>Rewards & Recognition</i>	Fairness of, and satisfaction with, income, benefits and other rewards and recognition
Peace	<i>Work/Life Balance</i>	Ability to meet commitments at work, as well as family and other non-work responsibilities and activities
	<i>Wellness</i>	Feeling of being able to handle work with acceptable stress levels
	<i>Flexibility</i>	Extent to which flexible work arrangements are available

People	<i>Teamwork</i>	Quality of working relationships and extent of help and support from co-workers
	<i>Talent</i>	Ability and productivity of co-workers
	<i>Motivation & Initiative</i>	Extent to which co-workers expend extra effort, take advantage of opportunities, and take the initiative in solving problems
Outcomes	Scales	Definition
Passion / Engagement	<i>Job Satisfaction</i>	Enjoyment and accomplishment derived from work
	<i>Organisational Commitment</i>	Loyalty and emotional attachment to the organisation, and willingness to expend extra effort for the organisation
	<i>Intention to Stay</i>	Desire to be, and likelihood of, working with the organisation in the future (2-5 years)
Progress	<i>Change & Innovation</i>	Ability of the organisation to handle change, improve, innovate and learn
	<i>Customer Satisfaction</i>	Ability of the organisation to meet customer needs with high quality products or services
	<i>Organisation Performance</i>	Success of the organisation in meeting goals and objectives, and extent to which its future is positive