

Integration of Business Intelligence and Performance Appraisal for Increasing Employee Productivity in Fieldsworth Company Ltd, New Zealand

Dr. Sheerali Arya*

*(Programme Leader for Business NZDB5, Aspire2 International College New Zealand)

Abstract:

Business Intelligence (BI) tools are irreplaceable in the business world of today. They capture and visualize actionable data in a consistent format that enables business leaders to match organisation priorities with staff success and client strategies. Leaders are increasingly using Business Intelligence and analytics to enhance their bottom line and dramatically increase employees' productivity. The Leader or Manager is responsible for directing and helping employees to ensure their success along with increasing profitability of the business. Several decades ago, companies used timecards and quotas to track and monitor employee productivity; however, we now live in a digital environment that demands the integration of business intelligence with robust performance appraisal techniques to support employees and business. The aim of this research paper is to identify key factors contributing to increasing employee productivity by combined usage of BI and Performance Appraisal in a semi-fictional New Zealand based Manufacturing organization called Fieldsworth Company Ltd.

Keywords —Business Intelligence, Performance Appraisal, Employee Productivity, Digital Environment.

I. INTRODUCTION

Manufacturing in New Zealand contributed \$23 billion (12%) of the country's gross domestic product and directly employed 241,000 people in 2017, while manufactured products accounted for 52 per cent of the country's exports (MBIE NZ, 2017). The food and beverage subsector alone contributed 32% of manufacturing GDP and 71% of exports. The automotive sector remains a major contributor to the The economy of New Zealand. It has maintained a contribution to GDP of some 11% since 2013. This contribution to the country's GDP is comparable to the amount of GDP United States, Canada and Europe (MBIE NZ, 2017).

The reduction of the share of outsourcing from the business and growth of total GDP Services in the economy. Food was the largest contributor to sectoral GDP in March 2020 apart from Drinks and tobacco products (MPI NZ, 2019). New Zealand has a disadvantage in the production of exports due to its limited population, isolated location and high costs. As a result, the majority of production is for domestic markets, with the majority of exported manufactured goods being large-scale commodities (e.g. meat and dairy), high-value creative products and products targeting global niches (MPI NZ, 2019).

Fieldsworth Company Ltd was founded in 1932 and is an Industrial manufacturing specializing in packaging and distribution of liquid products. They have several manufacturing and packaging methods for use in a wide range of products, from ice cream and cheese to fruit, vegetables and pet food. They have complete systems for production, packaging and distribution, designed to optimise the usage of resources (Anonymous, 2020). Their processing systems are designed not only to handle products gently, but also to minimise the use of raw materials and resources during production and subsequent distribution. They are committed to reducing the environmental impact of their operations and enhancing the environmental quality of their products and solutions, including the continued development of environmentally friendly packages that protect and prevent food from being wasted (Anonymous, 2020).

The core of the Company's philosophy is Innovation which involves the transformation of technology into new goods and services or new processes and new working methods (Anonymous, 2020). Striving for regeneration or creativity is one of the most powerful driving factors in the global economy. Innovation increases competition and is influencing our very life. It creates jobs, increases productivity and mobilizes forces that can enable a nation to boost the competitive strength of its economy (Anonymous, 2020).

At Fieldsworth, innovation is the consequence of the overall process of turning the concept into a product or a new way of working that adds value to the business. Innovation involves everything from hatching an idea to reaching the marketplace with a new or improved product (Anonymous, 2020). Employees who have been with the Company through different phases are the cornerstones of their survival and development. Employee

performance management is considered to be a significant segment of their earnings as the lack of performance of workers adversely influences their financial results (HR Zone, 2018). They understand that their success depends on the excellence and loyalty of their employees. There is a connection between the success of the company and its workers, and this is evident from the huge competition in the global market, where companies strive to maximise efficiency but need to minimise costs (Boxall, 1996).

In order to ensure the continued productivity and effectiveness of its staff, Fieldsworth Co. is obliged from time to time to carry out an employee performance review in order to track and inspire or retrain employees. If the performance evaluation is carried out successfully, it will not allow them to meet the goals of performance and thereby enhance their performance (Anonymous, 2020). Fieldsworth Company is faced with a dilemma in that its performance evaluation is structured and enforced by the HR Department, leading to a lack of control of the system by line managers. It is simply considered to be a shape filling exercise of little realistic benefit to the efficiency and productivity of employees. Fieldsworth Co. aims to ensure that its evaluation systems meet the requisite criteria and are increasingly used as a way to monitor employee performance in a constructive manner (Anonymous, 2020).

This study will explore the use of business intelligence resources to increase the efficiency of employees. The Company's existing performance evaluation approaches and whether a new methodology is more fitting for them will also be discussed. It will also research the effect of feedback on employee engagement and whether this mechanism helps workers work hard to fulfil their duties and contribute to the overall success of the company. Further, the study will also assess if the pay-for-performance

incentive structure will help increase the productivity of employees.

II. LITERATURE REVIEW

History of Manufacturing Industry in New Zealand

The early manufacturing in New Zealand was done by Māori who were adept in using flax and other leaves to create fabric, thread, fishing nets, kete (baskets), mats and clothing. They made tools and weapons of wood, stone, shell and bone, and carved waka (canoes) of wood (Shand, 1894). They also made wooden homes, rushes, and other plants and their food was preserved in fat, dried or fermented (Shand, 1894).

In the 1830s and 1840s, Europeans refined whale oil at shore-based stations and constructed vessels. Manufacturing grew from the 1840s onward (Lawrence, 2006). European settlers requested the manufacture of products they had been accustomed to in their home countries, such as clothes, crockery, wines, beer, biscuits, bread, confectionery, newspapers, boots and other leather goods (Lawrence, 2006).

The manufacture of some of these items required sophisticated techniques. Since they could not be manufactured easily or cost-effectively in New Zealand, they had to be imported (Lawrence, 2006). Other manufactured products – bread, beer, clothing and confectionery, for example – could be made locally easily. They offered ready opportunities for new migrants who set up companies to manufacture these goods and supply the growing population (Lawrence, 2006).

Demand for goods rose slowly in the 1850s and early 1860s, and then quickly in the 1870s, as immigrants poured and the population doubled (Lawrence, 2006). Accelerated demand for goods, combined with the limited transport and communication infrastructure in New

Zealand, meant that early producers served their local region. Timber mills, carpentry shops, brickworks, printers, boot and shoe factories, and coachworks have been built to meet the needs of their town and its immediate neighbours (Lawrence, 2006).

The gold-mining boom of the 1860s buoyed producers. Some, like the Dunedin engineering firm A & T Burt, were able to grow their company quickly (Ian, 2010). The rapid growth in population has also generated demand for housing and amenities. In the late 1860s, the colonial government introduced bonus schemes to promote greater depth of output among specific industries (Ian, 2010). The schemes offered a financial incentive to the first company to set up a working manufacturer in a specific field. Improved contact in the 1870s, encouraged by Julius Vogel's public works and immigration scheme, poured £14 million (over \$2 billion in 2019) into the New Zealand economy. The scheme financed the construction of railroads, public buildings, schools, ports and bridges (Ian, 2010).

Between 1881 and 1891, the number of factories in New Zealand increased by more than 56 per cent, while industrial jobs increased by 66 per cent – almost three times faster than population growth in the same period. Due to its continued growth, production had a noticeable import substitution effect in the 1880s (Ian, 2010). Larger domestic markets and oversupply of labour in some cities have helped to make local demand competitive with imports. New firms started manufacturing sugar, cement, footwear and coaches, eliminating the need for New Zealand to import these and other manufactured goods (Ian, 2010). Increased manufacturing ability was a significant factor in moving New Zealand from an import-intensive economy (as it was until the 1880s) to an export-led economy, as it was from 1887 onwards (Ian, 2010).

The majority of New Zealand's early manufacturing plants were small to medium-sized, operated by an entrepreneur and a few workers (Ian, 2010). The average number of jobs at New Zealand manufacturing plants in 1900 was 13. There have been significant exceptions. The main factories in New Zealand were in the wool industry (average size 169 employees) and the textile industry (average size 120 staff) (Ian, 2010). Some individual employers were more interested, such as Chelsea Sugar Works in Auckland with more than 250 employees and Hallenstein's clothing factory in Dunedin with more than 400 employees. In 1906 the manufacturing population was 56,359 of which 14,657 (over a quarter) were in Auckland (Ian, 2010).

New varieties of manufacturing were developed in New Zealand in the 20th century. New consumer goods such as electrical lighting, electrical appliances, clocks, gramophones, sewing machines, bikes, bicycles, cars and ready-made clothes have entered everyday life (Ian, 2010). The First World War led to the movement towards local production. Some firms, such as boot and shoe factories and leather manufacturers, have seen their goods consumed by military contracts rather than by retail markets. In the years following the war, a number of firms set up their own factories to escape supply difficulties (Ian, 2010). Among them were Farmers Trading Firm, Fletcher Construction and Winstone Wallboards. In the 1970s, frequent overseas trade missions by leading manufacturers attempted to increase the export focus of domestic producers. Despite some success, most manufacturers continued to produce mainly for the domestic covered market (Ian, 2010).

At the end of the 1970s, the government had begun a cautious and selective liberalization of the import licensing system (Ian, 2010). In 1983, the CER (Strengthening Economic

Relations Agreement) with Australia provided for the elimination of most of the tariffs by 1988 and the elimination of import licenses and quotas by 1995 (Ian, 2010). Manufacturers opposed CER, but in 1986, three years after it came into effect, Australia replaced Japan as the largest market for New Zealand products. The trade balance had changed from almost four to one in favor of Australia to close equality. Manufactured goods were the most important part of this rise (Ian, 2010).

By the time CER was adopted, the manufacturers had agreed that the defence must be dismantled. The rate of transition was not determined, but the producers expected it to be incremental (Ian, 2010). Manufacturers whose business model depended on the ability to pass on costs to the purchaser have failed. Many, including clothes, electrical goods and home appliances manufacturers, have gone out of business (Ian, 2010). No cars or television sets were made in New Zealand within 10 years. New Zealand has lost some manufacturing capacity as a result of corporations transferring production to Australia or elsewhere. Most of New Zealand's clothing industry has moved its manufacturing to Asia or Fiji, where labour is cheap (Ian, 2010).

Stimulated by deregulation, producers have increasingly concentrated on export and niche markets in order to stay competitive (Ian, 2010). In the 1990s, American and Japanese management techniques such as complete quality management (where every step of production is controlled for quality) and just-in-time inventory systems (where inputs to manufactured products are purchased only when they are needed) were increasingly used to increase industrial competitiveness (Ian, 2010). Alongside these measures, there was an industry-wide push for international quality schemes, such as ISO 9000 series standards. In the mid-1990s, as the sector began to grow again,

these initiatives, combined with wage bargaining and labor practices, improved manufacturing (Ian, 2010).

New Zealand producers adapted to deregulated economic systems in the 21st century. Although most do not export – more than 90% of exports come from less than 5% of manufacturers – they no longer rely on security to survive (Ian, 2010). The contribution of Manufacturing to New Zealand's gross domestic product has gradually risen from 2000 to 2006. Growth collapsed in 2006 and the foreign and domestic recession started to affect earnings in both export and local markets (Ian, 2010). The manufacturing workforce continued to decrease as a proportion of the overall workforce, from 25% in 1976 to 10% in 2013 (Ian, 2010).

In the early 2000s, New Zealand's manufacturing sector included large-scale manufacturing operations in forestry, food and dairy production, and small and medium-sized businesses that traded globally, whether in niche or specialized markets (Ian, 2010). For example, New Zealand clothing manufacturers offset high manufacturing costs by concentrating on the manufacture of designer clothing (Ian, 2010).

Traditional big agricultural manufacturers, such as Fonterra, have flourished in the food and beverage industries (Fonterra Ltd, 2017). Much smaller, specialist producers have arisen to supply items as varied as ice cream, organic juices, cheeses and even steamed puddings to foreign markets. New Zealand manufacturers in older sectors, such as boat building, engineering and construction goods, have pursued innovation or business-led design strategies (Ian, 2010). They kept the distinction between themselves and other rivals and produced world-class goods. In the early 2000s, products ranging from power surge safety units to vodka, global positioning systems, steam boilers, children's chairs and superyachts were all exported (Ian, 2010).

Business Intelligence for Employee Performance

Business Intelligence (BI) is a data-driven Decision Support Systems (DSS) that integrates data collection, data storage and information management with analysis to provide insight to the decision-making process (Negash & Gray, 2008). The concept emerged in 1989; before that many of its features were part of the executive information systems. Business intelligence emphasizes the study of vast quantities of data on the organisation and its activities. It includes competitive intelligence (monitoring of competitors) as a subset (Negash & Gray, 2008).

In computer-based environments, business intelligence uses a vast database, generally stored in a data center as its source of information and as the basis for sophisticated analysis which ranges from basic reporting to cutting-edge, drill-down, answering ad hoc questions, real-time analysis, and forecasting (Damlapinar, 2019). Recent advances in BI include Business Performance Management (BPM) and Business Activity Monitoring (BAM) which enhances the performance of employees and assists HR in conducting a thorough Performance Appraisal process (Damlapinar, 2019).

BI can be used starting from Recruitment process. Before recruiting future employees, an organization needs to determine what they need to change by looking at past results like whether they need to improve marketing or concentrate on customer satisfaction (Black & Esch, 2020). When these criteria have been set, practical and quantifiable deadlines with fixed timelines and standardized re-evaluation dates can be set with help of BI software that helps to identify SMART-specific, observable, attainable, relevant and time-bound objectives. Targets can then be converted into KPIs for fast tracking in the future (Black & Esch, 2020).

Although several organizations gather consumer insight data, successful ones gain an edge over competition with data gathered in a smarter, more thorough manner (Palmer et.al, 2019). This is done by setting up sales success analytics to define the types of forward-thinking tactics that need to be introduced. BI tools can identify trends in consumer actions that would be difficult to see with conventional data mining approaches (Palmer et.al, 2019). Analysing consumer behaviour provides insight on what consumers want, how they want it, and the best way to deliver to them (Palmer et.al, 2019)..

The Quality of work can be managed well through BI as it ensures that employees have the resources, they need to be effective and profitable. It is important to track how well they are doing and whether there are places where they can improve (Palmer et.al, 2019). Their performance across various parameters can be monitored to know where the employees spend the most time on, check for any bottlenecks or monitor the efficacy of new workplace procedures. Either way, BI technology provides a wider overall viewpoint to see how these advances impact the company as a whole (Palmer et.al, 2019).

Prominent Business Intelligence Tools

Some of the prominent BI tools used by the organizations are ActiTIME, SAS Visual Analytics and Oracle BI. There are other emerging platforms too like Clear Analytics, Tableau and Looker amongst others which are gaining popularity.

ActiTIME is a time-tracking and work-management solution which provides organizations with insightful data sets. Its charts and reports provide decision-makers with critical business information and insights into key developments around the sector and across individual teams. It is easy to install and use, this method increases decision-making performance

with actionable data on billing, employee satisfaction, time and money costs (ActiTime, 2020).

SAS Visual Analytics is part of a broad framework for enterprise management and smart decision-making. This tool reflects all important data and patterns in visual form to promote research and allow company owners to make decisions more quickly. The data is seen in interactive reports, tables, maps and dashboards. The solution allows data to be imported, social media and location data to be analyzed and prepared as appropriate. In it, we can use different techniques of data visualization to render the most convincing representations. Automated forecasting, study of future outcomes, and decision trees help to make optimal decisions regardless of the skill level of the decision-maker (ActiTime, 2020).

The Oracle Business Intelligence solution retains all business insights in one location. It provides managers and company owners with a detailed analysis of facts, measures and trends of different parameters, helping decision makers rapidly find answers and solutions. This integrated framework allows you to use pre-built functions or build your own data sets, simulate the results, load your own data, and combine local and corporate data to provide useful insights (ActiTime, 2020).

Clear Analytics provides an opportunity to get started without preparation. Clear Analytics uses the Excel functionality known to everyone, providing comprehensive data analysis functionality while saving migration, on-boarding and learning efforts. The tool integrates with Microsoft Power BI, allowing one to use its features to maximize the value of your data (ActiTime, 2020).

Tableau is a market research tool that anyone can use it works with teams, companies and independent analysts. It offers rich visual

analytics features that save hours of work and make it easier to get actionable insights. The tool interacts with different data sources and enables data to be linked both on site and in the cloud. It helps to find critical answers, to recognize opportunities, to find patterns and to make informed and successful decisions (ActiTime, 2020).

Looker is a tool that provides managers and business owners with an integrated view of processes within individual departments and around the organisation. It features immersive visualizations that help get a full picture of how work is done and explore it in more depth. Looker integrates with different tools, including your own software, and allows you to create new apps on the Looker Data Platform to get the most out of your data (ActiTime, 2020).

Power BI by Microsoft is a solution that lets you explore business data more easily and make more educated choices. It helps you to prepare data for analysis quickly and easily by connecting to 90+ sources, organizing large quantities of data as required, and building custom data analysis models. For smart visual representation, the tool provides AI-assisted visualizations, allows you to use custom visuals, and select from over a hundred community-based visuals (ActiTime, 2020).

Sisense is a one of the most common tools for gathering and organizing business data from multiple sources. It uses built-in connectors to retrieve data from databases, systems and services used by the organisation, and does not require specific technological expertise to merge large data sets. The tool visualizes data sets quickly by developing dashboards and maps (ActiTime, 2020).

Qlik provides business data collection and visualization features so that they can be explored quickly and easily. In comparison to query-based systems with predefined limitations,

this tool offers an associative engine. It helps to gather and organize even incomplete and incorrect data and to expose relationships within particular data sets. This means no blind spots on the resulting results, more reliable analytics, and more informed decisions (ActiTime, 2020).

Birst is a cloud-based business intelligence provider. It offers access to all data and measurements from anywhere and allows users and teams to share their observations and insights. The tool helps company owners, team and project managers, and everyone who wants to easily evaluate business data and make data-driven decisions (ActiTime, 2020).

Significance of Performance Appraisal for Improving Employee Productivity

Performance evaluation was a primary segment of human resource management. It is an important tool for organisational control that allows managers and staff to analyse their past and current performance, enabling them to take corrective action to improve their performance (Steven & Robert, 1994). Its conduct provides the HR Department with ample knowledge about how to make fair decisions on matters such as promotion, incentives and training programmes. Any method of performance assessment that continuously tests performance correctly shall be considered to be effective and appropriate (Dargham, 2011).

The performance evaluation process must put staff and managers in a secure position where employees feel that they are being measured equally. At the same time, managers need to feel comfortable being frank and constructive when having an assessment session (Dargham, 2011). The organisation must adopt a new and effective assessment approach and not follow a traditional framework where employees are cynical, and managers feel that the process is extra work for them (Dargham, 2011). The Organization must follow a

structured appraisal methodology, such as 360* Performance Assessment, which is of a more holistic nature.

The new process may initially put pressure on employees to set specific goals for themselves. Staff and managers ought to consider introducing novel approaches as they would be statistically beneficial to all staff performance measures. Traditional setups do not have the proper standards and measurements that weaken the reliability of the evaluation factor, resulting in the invalidity of the test (Dargham, 2011).

Appraisals must be followed up with feedback from staff. There is an improved impact of feedback between managers and workers as it helps to promote skills and to identify differences in improvement. There is a clear correlation between the use of post-performance feedback reviews and improved business income as productivity rises for employees (Boateng & Vida, 2014). The effect of feedback may vary from positive to negative due to the sense in which it is expressed. Timely and sufficient input continues to be an essential aspect of the effective management of workers. Employee feedback also contributes on a regular basis to the performance of the team, which makes it happy and recognises the importance of its contribution to the goals of the Organization (Wehrich & Koontz, 2010).

Post-evaluation and feedback sessions, it is the responsibility of organisations to pay for performance that inspires the positive feelings of the employees and allows them to feel happier and more committed. Efficiency of monetary rewards has a strong impact on increased productivity and optimistic working attitudes (Lelissa & Lelissa, 2016). This is useful to stimulate the employee's enthusiasm for work. Although managers need to continue to focus on further improving results and map the career advancement of their employees, they need to

recognise that promotions do represent a significant means by which employee behaviour can be aligned with the company's overall goals (Gichuki, 2014).

III. RESEARCH QUESTIONS

1. Is the 360* performance evaluation approach more successful in assessing the performance of employees?

The 360* degree evaluation methodology includes the assessment of peers, line managers, supervisors and clients in order to improve the quality and accuracy of employee performance (Hai, 2012). The evaluator is believed to be able to determine the evaluation criteria in a non-biased manner. The appraisal includes self-assessment, peer evaluation and upward assessment, which enables staff to know how others view them, which helps them grow their skills and enhances interpersonal interaction. This progressive approach has a high level of dedication, honesty and can have the greatest impact on employee results (Omusebe, Gabriel, & Douglas, 2013). This appraisal removes the prejudice of the method by eliminating the ratings of managers as the primary criteria for assessing performance. 360* Evaluation is a multi-source assessment where the manager collects feedback instead of measuring results (Farrell, 2013).

Fieldsworth Company Ltd can use the 360* assessment system to highlight every aspect of the employee's success. Details on the evaluation can be used to provide guidance to staff and can be influential in their job development and training needs (Shayo, 2013). A rigorous 360* scale will ensure that the Company makes a proper evaluation of the strengths and weaknesses of its workers, as employees currently feel that, despite their hard work, they are not being judged equally.

This new system would also improve their self-awareness in order to increase their full potential. This strategy will also fit well into the long-term objective of senior staff growth management, as 360* assessment is a new trend in leadership thinking and Manpower enhancement (Mooney, 2009). This model would also be useful for measuring interpersonal abilities, customer satisfaction, team building skills and ensuring that staff do not neglect any of their duties.

2. How does timely and consistent input from Line Managers impact employee productivity?

The importance of feedback from Line Managers is essential to improving the productivity of employees. This feedback must be timely and consistent in nature as it leads to the achievement of the desired overall objective. It is by constant feedback from managers who keep track of staff progress towards established targets and boost job progress in order to achieve the desired result (Boateng & Vida, 2014). Once assigned tasks, workers will be told of the in-depth specifications of their profile and will continue to work on the basis of their experience. It is his manager's responsibility at that stage to remind him of their success by offering input. Not only does this expose any issues that the employee may have, but it also increases his productivity as he is positive in his job. It also reduces work stress and improves optimum efficiency (Farrell, 2013).

Currently, the workers of Fieldsworth Company Ltd are not happy with the feedback process of the managers who do not provide them with any reason for low productivity. They still want help in exploring ways to improvise, but they are unfortunately left to fend for themselves (Officer, 2020). The position of manager of Fieldsworth Company Ltd must now

be changed from a mere performance judge to a solution seeker. In particular, it must provide timely and continuous input to those workers with low productivity. They must recognize and recommend ways to improvise their work and accept their recommendations for making them play an active role in their career development (Chaponda, 2014).

In order to provide positive input, the Manager needs to connect in a timely manner with employees who will enhance their work and make them more optimistic. Its input needs to be focused on the reported findings on the performance of employees and can be used during the final year of the evaluation (Boateng & Vida, 2014). Finally, the Manager needs to ensure that, during feedback sessions, the ratings given are critically addressed. His feedback must direct workers in their professional and personal growth. Special coaching sessions must be conducted for low productivity workers to recommend ways to enhance their performance, which will allow them to realize their abilities and difficulties (Chaponda, 2014). Thus, the mindset of employees continues to grow positively through these feedback sessions. This would also ensure a shared understanding of work commitments, performance expectations and their measurements (Farrell, 2013).

3. Do incentive schemes like Pay for Performance have a positive effect on the productivity of employees?

Performance-related pay is an explicit link between providing workers with financial incentives for their job performance (Armstrong & Murlis, 2007). There are a variety of crucial criteria that successfully define the relationship between evaluation and financial rewards (Rogers, 1999). Such success pay outs must be precisely associated and proportionate to the effort and results. They must be transparent, fair and workers must recognize the parameters used

to assess success once they have set meaningful and attainable goals.

Employees and supervisors need to be able to track success against goals for the correct execution of the incentive scheme. This will further help workers to engage in the growth and execution of the scheme (Rogers, 1999). The awarding of results shall take place once the specified performance duration has been completed. During this time, workers choose to behave in a certain way or choose to take action on the basis of the perceived reward associated with that conduct or action (Vroom, 1964). Monetary incentives offered post-assessment is an essential route by which employee actions can be streamlined to meet the goals and objectives of the Company. This structure acknowledges the employee's accomplishment and achievement and helps to promote favourable work habits, such as job satisfaction and long-term commitment (Armstrong & Murlis, 2007).

The level of satisfaction of the employees in Fieldsworth Company Ltd is not high and the employees have to work under an immense workload and have to bear a lot of mental pressure (Manager, 2018). Often their working environment does not encourage a sound working atmosphere. Their dilemma is further compounded by the lack of a monetary rewarding scheme. The Company needs to respond to employees' desire for compensation in the form of a performance payroll, which will result in a high degree of enthusiasm for the job (Officer, 2020). The Company must consider introducing Pay for Success based on three factors: accountability, equity and controllability (Marco, Mirjam, & Kees, 2005).

A transparent framework can remind workers of the principles of the compensation system and the reasons for the salary decisions. The compensation scheme should function in accordance with the principles of distributive

and procedural justice, and workers must believe that they have been treated equally and that the incentives have been allocated in accordance with the merit of their contribution (Van Herpen, Van Praag, & Cools, 2005). There must also be an explained and developed relationship between effort and compensation so that workers become part of the policy and recognise the degree to which they are able to monitor their performance pay.

This will result in the anticipated effects of higher efficiency until their efforts are properly acknowledged (Chaponda, 2014). The Company can also envisage the use of other non-financial incentives that are also appreciated by employees. These include commendations, positive mention in the Organization's annual reports, flexibility in working hours, expanded accountability and more (Chaponda, 2014).

4. How can the organization use Business Intelligence to improve the Employee performance and conduct a robust Performance Appraisal?

During the recruitment phase once the KPI's have been defined using BI, this information needs to be percolated to the HR of Fieldsworth Company Ltd. The focus needs to be hiring talent with the skills that branch through various business needs and determine their intentions (Singh, 2020). They need to shortlist candidates who are curious and eager to learn about the business. These employees have a long-term interest in the Organization. Once the right employees are recruited, the HR will orient them about the priorities of the company on the basis of consumer needs, another field where the business intelligence approach will provide an advantage (Singh, 2020).

The Customer Insights gained through BI will enable Fieldsworth Company Ltd. to use manufacturing sales analytics metrics to customize company strategies and target more

profitable customers (Singh, 2020). These sales analytics would also help them to analyze targeted customers, identify their preferred choices, and build a strategy to reach out to them. This, empowering their employees with this vital client data will help them to create pitches to attract profitable customers and enable marketing teams to maximize their efforts by evaluating and targeting the best clients (Singh, 2020).

When the employees have the data they need to rely on, the Managers can make sure they have straightforward, attainable goals. Establishing priorities aligns consumer data with business objectives (Van Herpen, Van Praag, & Cools, 2005). The goal is to provide staff with a more detailed overview of the course of Fieldsworth Company Ltd. and the best path to achieving individual and company objectives. The Manager will collaborate with employees to review their qualifications and set up training sessions to inform them on the techniques and principles of the industry (Van Herpen, Van Praag, & Cools, 2005). Using BI data, the Manager can determine the strengths and weaknesses of his team for the sole purpose of assigning specific training modules to employees who need it.

Training options can include Online lectures, seminars, lunch and learning activities, and also more job tasks to ensure employees acquire the skills which are required. Further, the Manager can control the training using KPIs to track user progress through BI softwares as they pass through a variety of skill learning programmes. BI software will also help Managers to share KPIs and reports with employees in order to better communicate skills gaps and track their results (Black & Esch, 2020).

One of the main aims of Fieldsworth Company Ltd. is to retain their valued employees. Recruiting, hiring and educating new hires is an expensive endeavour and requires

several layers to adequately onboard a new employee (Bauer, nd). A new employee is more expensive than training a veteran employee. To keep the employee satisfied, the Company strives to be appreciative during Performance Appraisals which are conducted bi-annually (Bauer, nd).

The Company can utilize BI softwares like Oracle BI, actiTIME or SAS Visual Analytics which automatically identifies good performances with badges or special names for employees, while monitoring employees' improvements and contributions on a daily basis. When employees realize that their contributions are valued, they feel that they are part of something larger and, in turn, more efficient and committed. In addition, this sense of achievement helps to increase the overall morale of the company (Bauer, nd).

IV. RESEARCH LIMITATIONS

The limitations of this study would be the following considerations –

- Study is restricted to a single location of the Organization and the results do not represent the consequences for the whole Organization.
- Study is restricted to a specific sample profile and its answers do not represent other employees working at the Research Site or other divisions of the company as a whole.
- Some participants may fear that the personal information obtained from them may be used against them even after it has been protected. They can therefore give incorrect answers.

V. CONCLUSION

Fieldsworth Company Ltd must apply innovative performance evaluation approaches and include efficient and productive methods to improve employee morale and productivity. They must recognize the position that evaluations and evaluation of competencies play in today's working climate. They need to try to figure out how best to set up the correct

evaluation and competency assessment frameworks in order to improve employee understanding and attitudes. This would result in an improvement in employee efficiency and overall productivity of the company.

Line managers must recognise areas of growth for their workers, provide them with adequate training to help them suggest promotions and incentives to employees. It would also be instrumental in attracting employees. Effective and productive training and development policies would regularly provide workers with skills. In performance improvement, rewarding programmes have an effect on employee productivity. Line Managers must ensure that they offer daily input to workers so that employees understand what their strengths and limitations are and how to improve.

This would also increase their competencies on evolving work demands and increase the reach of their department's expertise areas to boost job satisfaction. Fieldsworth Company Ltd must also understand that incentives inspire, attract and retain the best match of employees.

Rewards, such as bonuses, wage raises or promotions, would fulfil the employee's personal objectives. It would also result in more realistic performance evaluations, more responsive workers, more happy customers and improved business performance. They must also reward the success of their employees in order to inspire them and, in doing so, not only minimize the turnover of their employees, but also retain employees who will be able to achieve full productivity.

Smart integration of BI with Performance Appraisal method like 360° evaluations will increase overall employee satisfaction, which increases efficiency and decreases attrition, saving the company money in the long run. One

of the greatest management problems is ensuring that the employers are effective and successful at work.

Using BI analytics, the Managers will understand how employees spend their time in the office every day. In the event of an abuse of leisure activities taking place in the workplace, blocks could be installed to prevent workers from accessing various streaming services, social media and gaming sites. As a result, the BI acts as a tool for cost savings by reducing distractions and improving employee efficiency. Organizations using business intelligence data help to better the lives of employees and gain valuable data insights. By capturing, visualizing and using this data, they can dramatically enhance revenue, increase customer loyalty and raise employee morale.

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