

CONTEMPORARY STUDY ON THE PERFORMANCE MANAGEMENT
IN MID-LEVEL LEADERS IN THE ARMY AND
IT'S EFFECTS ON MOTIVATION

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ABSTRACT

The inception of Performance Management was only during the late 80's when the traditional performance appraisal was seen to become very subjective and needed some improvement. Performance Management was seen to be very coordinated and orderly approach towards people either individual or in-group. The evolution in managing performance created many models that is currently available for all. Many agree that performance is closely linked to motivation as such poor performance management can have an effect on employee motivation. The Army being a very organized institution has always taken cognizance of the contributing factors to motivation.

This study will give an overview of the Army current performance management approach and attempts to provide linkages between the inherent system and also motivation especially involving the mid level leaders. The research conducted via self-administered questionnaires on 232 respondents representing 8.5 percent of the actual strength of mid level leaders is hoped to provide their perceptions on the subject matter. It will assist to identify the effectiveness of the system currently in implementation stage. The results shows that the majority of the mid level leaders are comfortable with current system but wants an improved and more effective system that will be enhancing the performance of the organization as a whole.

GLOSSARY

Lieutenant Colonel	- The Commanding Officer of a major unit who evaluates the performance of officer's in the rank of Majors. The Brigade Commander (High- Level Leader) evaluates his performance.
Major	- The Officer Commanding of a minor unit who evaluates the performance of officer's in the rank of Captains.
Captain	- The Second in Command of a minor unit who evaluates the performance of officer's in the rank of Lieutenant and below.
Mid- Level Leaders	- Encompassing officers from the rank of Captain up to Lieutenant Colonel in the Army.
Main Job Function	- Three distinctive groups of units that are Combat units, Combat Support Units and Service Support Units.
Staff Officers	- Officers regardless of rank posted to Headquarters as desk officers for certain functional job such as HR, Operation, Logistics and others.
Instructors	- Officers regardless of rank posted to Training Institutions to be instructors of certain specialized subject or job functions.
Command	- Officers posted to unit to be Commanders of a Company or Battalion. Some will be Second in Command of the same Company or Battalion.

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