

Factors Influencing Performance

1. Organizational systems: *Do the organizational systems support the desired performance?*

Examples:

- Clear organizational mission, goals, strategies, and structure
- Effective leadership
- Clear job expectations and authority
- Supportive supervision system
- Clear policies and efficient processes
- Realistic workloads
- Effective management systems (finance, human resources, logistics/supply chain, information)
- Fair and transparent human resource hiring, management, and appraisal systems, including termination/exit processes
- Clear and accessible communication and information channels
- Adequate financial resources

2. Incentives: *Do employees and teams have a reason to perform as they are asked to perform?*

Examples:

- Clear expectations regarding responsibility, accountability, autonomy
- Constructive performance feedback
- Fair compensation and rewards systems
- Recognition for good performance; consequences for poor performance
- Engaging, meaningful work
- Professional development and career opportunities

3. Tools and physical environment: *Do employees and teams have the necessary tools and physical resources they need to do their jobs?*

Examples:

- Equipment, instruments, and supplies
- Physical work environment (furniture, workspace, power, water, ventilation)
- Protocols, job aids, and recordkeeping tools
- Workplace safety measures
- IT and communication systems, equipment, and connectivity

4. Knowledge and skills: *Do employees and teams know how to do their jobs?*

Examples:

- Basic education for literacy and math
- Technical/clinical/professional skills
- Social and communication skills
- Problem-solving, critical thinking, teamwork, and leadership skills
- Relevant work experience

5. Individual attributes: *Do personal attributes of individuals affect their ability to work together and perform their jobs?*

Examples:

- Internal motivation
- Gender, ethnic, class identities
- Religious, ethical, moral values
- Emotional, intellectual, physical, creative abilities
- Previous life and work experience

6. External environment: *Do factors in the external environment impede or support the ability of the organization and employees to perform and achieve their goals?*

Examples:

- National policies, regulations, standards, scopes of work
- Licensing or accreditation requirements and processes
- Societal norms—gender, culture, class, religion, ethnicity
- Socioeconomic conditions, education levels, and standards of living
- Market conditions and customer needs and preferences
- National and local infrastructure—transportation, energy, telecom, water, and sanitation
- Political changes in government