International Journal of Management Studies, Business & Entrepreneurship Research
ISSN: (Print): 2545-5907 (Online): 2545-5885
Volume 3, Number 3, September 2018
http://www.casirmediapublishing.com

USING PRODUCTIVITY INDEX TO MONITOR STAFF PERFORMANCE: A CASE STUDY OF CITY BENZ LTD

Agozie Eneh H.[1*], Okafor Doris N.[2], Akobundu Chinyere I.[3], Uchechukwu C. Arinze[4]

[a]Department of Computer Science, Faculty of Physical Sciences,
University of Nigeria, Nsukka
Email: agozieh.eneh@unn.edu.ng[1]
[*] **Corresponding authors**

ABSTRACT

The research work is information management system, designed to monitor productivity performance of employees in organizations using index productivity measurement. The index productivity measurement is an approach that calculates objective performance score on every activity of an employee. The calculated objectives performance used is based on the main performance key indicators which were agreed benchmark for evaluating and monitoring staff by the company. This process helps the company to compare performance over time and identify trends that facilitate progress of the company. It is also capable of identifying the employee who steals the time and money from the organization. The proposed system was designed using visual basic programming language, which is an excellent platform for writing a client or web application that access a database. Objective Oriented Analysis and Design Methodology (OOADM) will be used to analyze the system. Unified Modelling Language (UML) will be used to model the software. The researchers also showcase the data structures and techniques involved in processing of the design the system.

Key words: Employee performance, Productivity, Monitoring

INTRODUCTION

The workplace is changing dramatically following the dynamic change in society and its' expectations. This dynamic changes demand for highest quality of workforce, service providers and level of outcome in every aspect. It is no longer news that the world is going competitive and to remain in competitive world, monitoring employee performance is very crucial. [1] This has being great challenge to some many organizations due to lack of measurement method or technique on the process. This is a very crucial exercise for organization to determine it employee productivities /achievement in order to always maintain standard and organizational identification in competitive society. Without going further we should understand the base concepts in this research work, Employee Performance and Productivity Monitoring.

What is Employee Performance? It is a way to perform the job tasks according to the prescribed job description, [2]. According to [3], it is a degree of achievability to predetermined business objectives. It is result of all effort input by the employee which determines the organization growth or retard towards it goals. The second concept which is Employee performance productivity monitoring is assessment of employee productivity expectation, success / failure in an

organization at a certain period, towards the organizational set goal. It is important to note the fact that it is not an event but process that helps organization to attaining its set goals, identify inefficiency of employee in the workplace, also know where to make improvement in their organization through training, feedback from employee. This process is called Employee Productivity Monitoring. It is evaluating of output (goods and services) relative to input (labour, materials, energy), of the employee, [4], [5], [6]. It is normally done annually in so many organizations. Monitoring of worker/ employee performance in the organization should be a continuous process, to avoid the employee losing focus on the target of the organization and this will make it easy to identify patterns and avoid mishap, [7]. Employee Performance Productivity is measured in terms of time, material labour and resource allocation, [6]. This evaluation / assessment, monitoring can be used to appraise the employee in the organization thus employee performance appraisal is a method of evaluating employee accomplishments to improve staff effectiveness, [8]. It is a systematic process that identifies employee's potential for further growth and advancement within the organizations career ladder, [9], [8].

Employee Performance Productivity Monitoring is the act of survey/ evaluation of employee routine activities, to track efficiency, target, recommendation, reward, increment, maintenance of standard in the organization or institution etc. According to [10], this process helps the organization to fish-out the dishonest, unethical employee who steals time and money from the business to the redefining of unprofitable processes in the organization. Employee monitoring provides organization with a valuable tool that allows the management to determine the progress toward a specific defined organizational objective, [4]. But the problem still remain, what measures should be employed in the performance maintenance of employee to make a difference? What can be done differently to improve efficiency productivity of employee in the organization? Which approach will yield more result if used? It was all this questions that necessitates the implementation of this work: *'the use of index productivity approach to monitor the employee performance in organization or institution'*. The researcher used city Benz automobile limited as case study. Brief discussion of the case study and the method employed in performance productivity measures.

City Benz Nigeria Limited is an automobile distribution, production and logistics service company incorporated in 2008 to provide world class services and solutions. The company has an outstanding record of excellence in its customer care performance it has carved an enviable niche for itself in the logistics and automobile industry. In September, 2011, City was appointed an authorized dealer of Mercedes-Benz vehicles in Nigeria by Daimler AG. City has a complete product offering of medium to heavy duty Mercedes-Benz Trucks,

Buses, Vans, Fire fighting vehicles, Ambulances, refuse collecting/disposal vehicles etc. The company supplies complete transportation solutions to professional and commercial customers for long-haul, regional, national and construction operations. City Nigeria Limited is thus, a one stop shop for Logistics Solutions, Mercedes-Benz commercial vehicles and original Mercedes-Benz parts, signposting its enduring commitment to quality service delivery and improved performance.

In November each year, the company (City Benz Nigeria Limited) evaluates its staff, which starts with the distribution of the appraisal forms to employees by the Human resource departments. The necessary portions of the forms are then subsequently filled and submitted to the reviewing officer, after which Human Resource, departments will call employee for interview. The evaluation interview is structured in form of a coaching-style system. It normally takes a form of answers and questions session. The result outcome depends on the committee conducting the interview, thus this method is the approach used by the company to monitor productivity performance of the employee. There are a lot of problems associated with the existing method of staff evaluation in this company:
a. The result of the exercise is basically on the discussion of the committee members; in this case they may decide to grade you down or up depending on the state of their mind at the period.
b. No real technique of detecting weak or strength employee,
c. A lot of inconvenience associated with this method.
d. Time Wasting in case of this process is incomparable.
e. There are no receipts of evidence on the conclusion of assessment.

Over the years till present, it has been a great challenge to Human Resource Managers to monitor the performance of their employees, this may be due to lack of appropriate method to use, or kind of technique to adapt in the evaluation process, these bottle neck problems have made it so difficult to identify workers who actually come to work but are not profitable to the employer because they are just there to steal time and money from the company. These kinds of people are in private organizations, government offices etc and they are very difficult to track without close monitoring of the activities.

The researchers aim at implementation of information management system that is capable of monitoring productivity and performance of employee in the company. The approach or method used is Index Productivity Measuring Technique, which is a tool that can be used to track performance against predetermined targets and to identify areas of improvement for better performance of the employee in the organization. Using index productivity measure involves the following steps:

a. Outlining the employee's objectives in the company (this sample means outlining their Job description) this may be called key performance indicators on which the measurement will be based. The performance indicators are benchmark already defined by the organization for measuring and evaluating staff in the organization. According to [11], the indicator is a quantifiable criteria already agreed by the organization for measuring activity performance of the company). [12] Said that performance indicators play an important role in identifying opportunities, for improvement and quality cost, comparing performance against internal standards, process control and improvement and comparing performance against external standards and benchmarking.
b. The outlined employee objectives are weighted and assigned values in accordance to the priorities.
c. The index productivity result scores are generated by calculating achievements employee objective scores against the components weight value.

Benefits of the proposed system include:

i. The proposed system is very transparent, it is based on the work done which will automatically be concluded (result/ outcome) by the system itself.
ii. Help in reducing burden on the part of the HR department.
iii. The Evaluation is based on the specified job description assigned to the employee.
iv. There is room for feedback from employee, to explain why certain thing happens that resulted to a particular behavior.
v. It is very convenience for the human resources, because they must not wait till a particular time for the conduction.
vi. Time savings and anxiety about the assignment is avoided.
vii. Gives human resource department information on the performance of the worker at any point in time because the process is a daily routine and not once in a year.
viii. Fixed routine targets and income: the index includes a direct bind between company performance, budget allocation and employee that should be accomplished at the end of the day.
ix. Achievement of the company can be checked at any time, track the progress and challenges at the period.
x. Scores of every activity is defined, weighed and calculated based on the work done and not on mere discussions.
xi. Finally this proposed improves staff motivation to the work because they always have in mind that they are being monitored and the result of the performance is not based on mere decision but on the work down

The information management system designed was based on the quantity of services provided by the employee using index productivity measurement approach against targeted employee objectives (benchmark) of the company; it was based on this approach that the staffs were evaluated. The system at the end of all process were able to show case percentage performance of every employee, monitor the number of expected duties fulfilled, check the time the staff enter the workshop, the time he left the workshop, the number of days he miss or came to the office, identifies the staff that are due for promotion, reward or just recognize hard-work and dishonest employees who steels money and time were fished out and their names are sent to bursary department for due punishment or sack from the company. With the result, the company achievement is determined, the performance indicator showing whether it achieved its goal or not. This system can be also used as an appraisal system by the company; features of appraisal were embedded in the cost of implementing the system. An appraisal system is a system which determines staff accomplishment, getting feedbacks, rewards and promotion, thus it is a system that survey the work efficiency of every employee in an organization or institutions.

It provide solution to a employee inefficiency in the work place thought software monitoring and tracking system, in other words it provide avenue to monitoring, detects and report inefficiencies of employee in the organization.Second part of this research work is showcasing of data structure behind /embedded in the case of implementing this information management system. In order to comprehend this section, we will briefly explain what means by Data structure is, data structure simply means methods of organizing units of data within larger datasets. In this proposed system, link list is the data structure used in the implementation of this problem. This will be discussed in more detailed later in the work.

Need for Evaluation of Employee

Employee evaluation is the systematic ways of checking employee performance or commitment to work in an organization. Formal evaluations of employee work behavior helps the employer and employee build on the strengths of the employee and identify those areas the employee needs to be more effective and efficient in his/her job. Performance evaluations create standards so that both supervisor and employee are aware of their job description. According to [13], Performance evaluation is an important tool used by management to review and discuss employees' performances. There are several reasons of checking or evaluating workers performance or commitment towards the organization. The following are the reasons According to [14], for the employees to have a clear-understanding of the quality and quantity of work expected from them. Secondly, for the employee to have knowledge on how effectively they are performing and relative

expectations. Thirdly, to know the area in which the employee need to be trained. Fourthly, to help address weak or poor performed committed employees. It is expected that at the end of such excise the employee commitment to work and the total performance should increase. According to [15], the reason of performance assessment is to provide developmental feedback on the strengths the employee should capitalize on and the weakness improvement required by employer for training.

There are some factor that can influence implementation employee performance system in the organization, Some of this factors includes: embedded organizational culture, Lack of participatory leadership, unclear job description, inadequate training of the process, cost of implementation of the system and lack of commitment to employee development. In conclusion, all the challenges elaborated leads to subjectivity in performance assessment. "In Nigeria, performance assessment, which is called performance appraisal in government, is being used in many organizations today as a political tool for helping to advance the course of favorites or for obstructing and thwarting the career path and progress of 'villains' whose faces the appraiser would not like to see. Thus subjectivity and favoritism by those supervisors who strongly believe in the ' is my cousin syndrome" [16]. If one is not trained well in the process then there are high chances of favoritism. Similarly if organizational culture depends on personal relationships and rapport then it leads to nepotism. Likewise if there is no clear job description and measurement standard, then supervisors can use their discretion to accord ratings based on personal judgments. Furthermore, when the process is not conducted continuously then there are high chances of errors and bias. When there is inadequate training, then performance evaluation can be used as an instrument of threat, harassment, power or authority, thereby stagnating employee's growth and declining the value of the performance evaluation method [17],[18].

Related Works

[19], in this research work, the scholars presents four models for measuring and evaluating organizational employee performance, this includes Balanced scored card, Deming and Baldridge model. These model were able to measure the activities of under taken within the organization at a period but the result are reviewed as multitude objectives and true causes of defects were never identified with the model. [20], developed a balance score card for measuring information systems activity the results were depict in different perspective. A OECD, [21], paper provide an guides to productivity measure for those in constructing and interpreting productivity measure and it does not cover the productivity measure of production activities beyond the production boundary of the system of national accounts. OPM.GOV [22], in this paper eight step process was show case for

developing and employee performance plans. This process were not implemented in any organization hence the tracking of it efficiency is farfetched. [23], this research investigates current level of strategic management tools and techniques utilization, he identifies the impact of management tools on the organizational performance. [24], the scholars explained the process and tools use in evolution of performance in manufacturing organization. [25], in this paper the researchers reviews and analysis the limitation of traditional approaches to performance measurement and also depicts new trends in performance measurement system development. [26], reviews problems involved in using performance in general and balanced score card (BS) in particular. [27], the researchers proposed a robust job monitoring system that will enhance the earlier proposed job processing system and help the managers in job distribution. [28], they reviewed the influence to firm performance by different performance encouragement and research the importance between the different performance index. [29], describes six proven methods that will boosting performance and he called it Idiots guide to booting employee performance. [30], in this paper the researchers discussed the effect of cyber loafing on the employee productivity. [31], Suggested smart tools that should be used in monitoring employee and this includes GPS and Smart phones. [32], the researcher introduced a new approach in monitoring worker health in an organization. According to the researcher this will reduce the number of time the workers visits hospital and thereby increase the work performance in the organization. [33], this paper provides taxonomy of knowledge worker productivity measurements and identifies a number of productivity dimensions that are used to categorize the finding of previous research. [34], the paper discussed the key considerations for defining an effective productivity measure. It also explores the relationship between quality and productivity. [35], the researcher's gives exhaustive literatures review of the technique and models available to measure the productivity of software development teams. [36], this researcher gives five guiding principles that can be used to make outstanding improvement in organization performance. [37], in this paper labour productivity examined by nearest neighbor algorithm (NWA) in order to classify products. [38], this paper a data envelopment analysis method is applied to measure efficiency of project organization taking into account safety factors. [39], the paper analysis methods measurement of labour productivity and introduce them to real business. [40], the research informs possible approaches to public sector productivity measurement for the Irish public server. [41], this report analyzes the measurement challenges associated with the development of meaningful measures of construction productivity at the task, project and industry levels and establishes a framework for addressing those challenges.

Methodology, System Components, Architecture, Algorithms and pseudo codes

This work is based on the model of staff performance appraisal. The proposed system can be used to monitor staff performance in terms of productivity and work attendance. OOAD was adopted in the design and it is a software engineering approach that models a system as a group of interacting objects. Each object represents some entity of interest in the system being modeled, and is characterized by its class, its state (data elements), and its behavior. Various models can be created to show the static structure, dynamic behavior, and run-time deployment of these collaborating objects. There are a number of different notations for representing these models, such as the Unified Modeling Language (UML).Object-oriented analysis (OOA) applies object-modeling techniques to analyze the functional requirements for a system. Object-oriented design (OOD) elaborates the analysis models to produce implementation specifications. Concepts in the analysis model are mapped onto implementation classes and interfaces resulting in a model of the solution domain, i.e., a detailed description of how the system is to be built.

Figure 1 shows the logical data flow of events in the system. It shows the connection between the employee, the company administrators and performance evaluation.

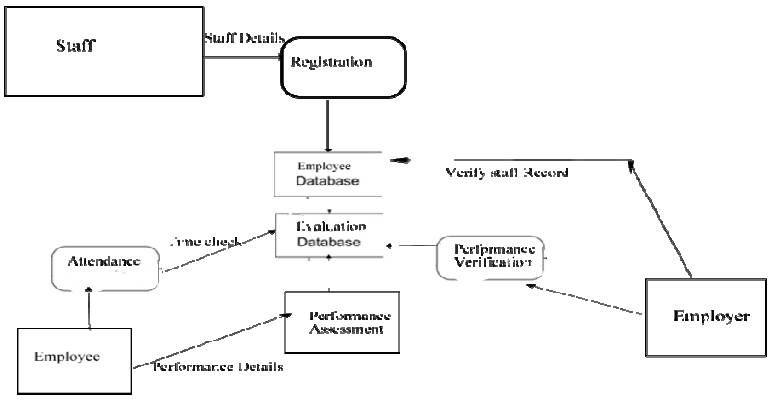
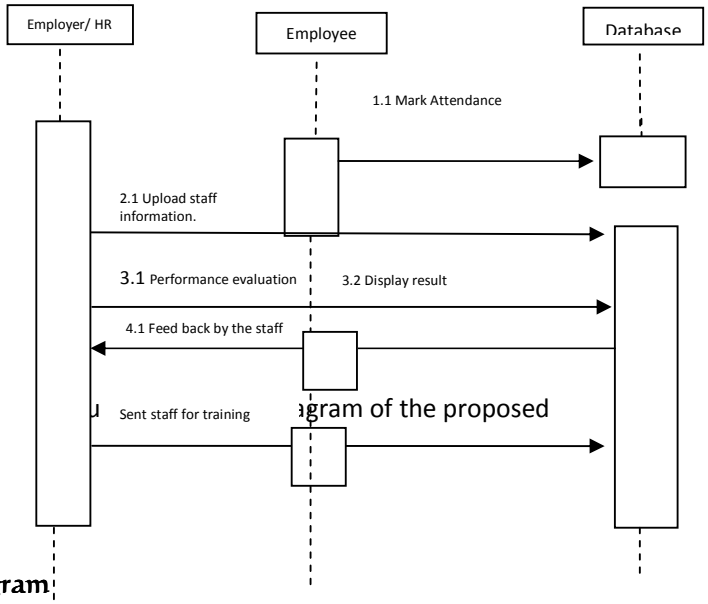


Figure 1: Data Flow Diagram of the proposed system

Sequence diagrams

The sequence diagram in fig 2 shows how objects interact with one another and in what order. It depicts the objects and classes involved in the scenario.



UML Class Diagram

The object model represented in UML with class diagrams, describe the structure of the proposed system of staff attendance system and performance evaluation, in terms of objects, attribute, associations, and operations. The class diagram for the proposed system describes the system in terms of classes, attributes, operations, and their associations as shown in Figure 3. In UML, classes and objects are depicted by boxes composed of three compartments. The top compartment displays the name of the class or object. The centre compartment displays its attributes, and the bottom compartment displays its operations.

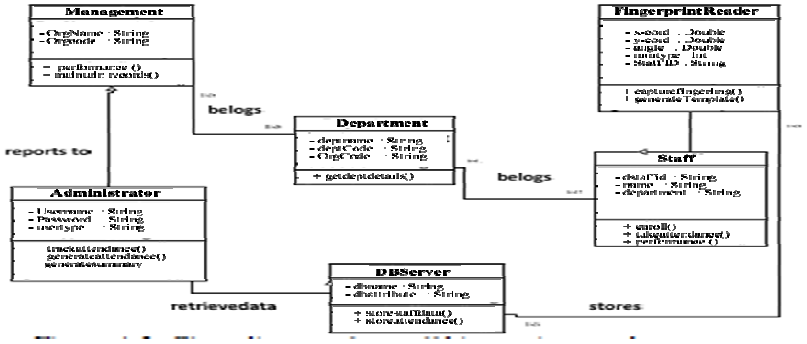


Figure3: Class diagram for staff performance

Uses-Case Diagram of the Proposed System

The use case diagram depicts all the actors in the proposed system and how they interact with the system. The data input staff under the supervision of the

Director of human resources inputs new employee information and updates the database accordingly. The Director of Human Resources produces monthly and yearly reports for staff evaluation.

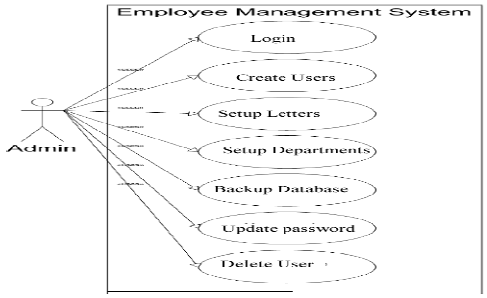


Figure 4: Admin Use case diagram of employee information system

Admin User is the staff employed by the company to upload other employee information and maintenance the database for the company. In this case it should a programmer or engineers who have knowledge in computer programming.

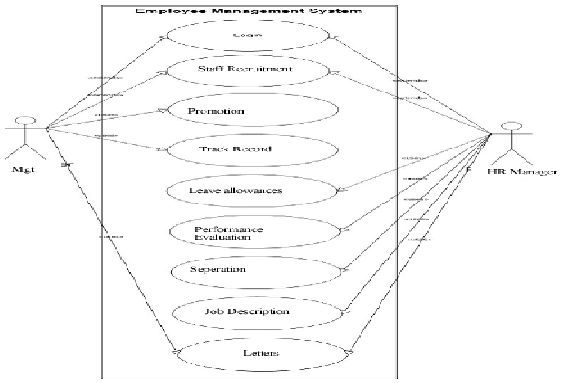


Figure 5: Human Resources Use case diagram of employee information system

It is the responsibility of the HR manager to recruit and check staff performance, generate report for all the other employees in the company. He/she is also responsible for termination of appointment, when the duty of the employee is not needed in the company.

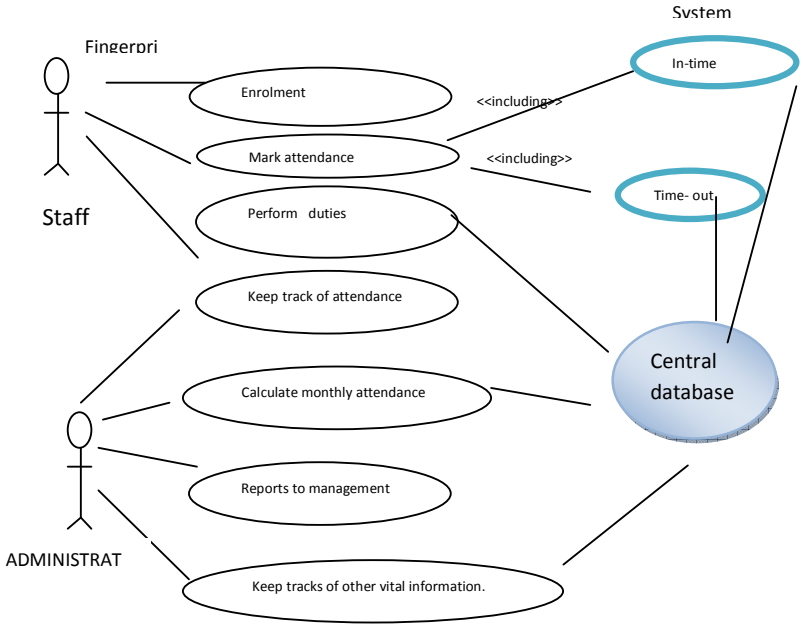


Figure 6: Staff Use case diagram of employee information system

The database was designed using Microsoft Access Database. Below is the three tables created in the database.

Table 1: **Staff Table Structure**

Field	Type	Size	Description
StaffID	varchar	20	Staff identity number
Surname	varchar	30	Surname the staff
OtherNames	varchar	30	Other names of the staff
Address	varchar	150	Address the staff

7

Field	Type	Size	Description
Staffed	varchar	15	Staff identity number
Name of	varchar	40	Name of the staff
Date	date	8	Work date
Absent	int	3	Absent from work
Timein of	varchar	20	Time of arrival to work

StateofOrigin	varchar	30	State origin
PhoneNumber	Varchar	20	Contact phone number
MaritalStatus	Varchar	15	Marital status staff
Sex	Varchar	8	Sex of staff
DateEmployed	Date	8	Date employment
Position	Varchar	50	Position occupied
Department	Varchar	50	Department posted
Email	Varchar	50	Email address
Dateofbirth	Date	8	Staff date of birth
Passport	Varchar	150	Staff passport
Qualification	Varchar	100	Staff academic qualifications
GradeLevel	Varchar	10	Salary grade level
Step	Varchar	10	Salary step
Salary	Float	12,2	Basic salary
NextofKin	Varchar	30	Next of kin
Relationship	Varchar	30	Relationship to staff
Address2	Varchar	150	Next of kin address
PnoneNo	Varchar	20	Next of kin phone number
Snum	Int	5	Serial number
Timeout	varchar	20	Time of departure from work
Lateness	float	8,2	Hours late from work
Surcharge of	float	8,2	Surcharge amount

Table 3: **Staff Performance Evaluation Table Structure**

Field	Type	Size	Description
StaffID	Varchar	20	Staff identity number
Surname	Varchar	30	Surname of the staff
OtherNames	Varchar	30	Other names of the staff
Date	Date	8	Date of assessment
Indicator	Int	5	Key Performance Indicator 1-50
Measure	Int	5	Measure- 1-50
Score	Int	5	Serial number
Overall	Varchar	50	Overall performance
Job	Varchar	100	Job description
Late	Int	5	No of times late
Early	Int	5	No. of times earliest (Before 7:30am)
Absent	Int	5	No. Of times absent
Remark	Varchar	30	Penalty

Finger	Varchar	50	Staff fingerprint	
Status	Varchar	20	Current separated staff	or

Pseudo code and Algorithm for the program implementation

pseudo codes	Algorithms 1.	Algorithms 2.

1. Star..
2. Enter arrival and time out time.
3. Enter the services provided by the staff.
4. Check the performance of staff.
5. End
	1. Start the program
	2. Enter the username and password
	3. If the password is correct then continue else re-enter the password
	4. Select option from the menu
	5. If option is staff registration then Enter the staff personal details Save the record
	end if
	6. if option is attendance then select the name of staff
	enter the arrival time compute the lateness save the record
	7. view the attendance report
	end if
		8. If option is setup then Enter the performance index
		End if
		9. If option is performance evaluation then
		Select the staff name
		Select the performance index
		Enter the performance measure
		10. Save the performance View the performance report
		End if
		11. If option is report then Select the report option
		Display the report on the screen
		End if
		If option is exit then
		End the program

International Journal of Management Studies, Business & Entrepreneurship Research
ISSN: (Print): 2545-5907 (Online): 2545-5885
Volume 3, Number 3, September 2018
http://www.casirmediapublishing.com

RESULT

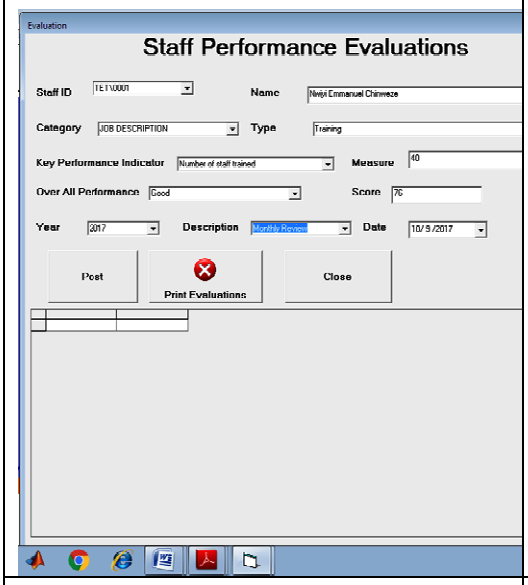


Figure: 8 Staff performance evalution form.

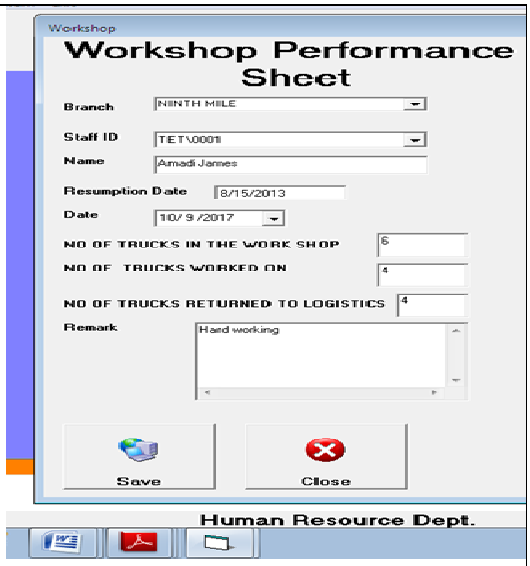


Figure 9: Vehicle workshop performance sheet

Fig 8: Shows staff performance evaluation form, the evaluation was based on productivity of the employee which was measured using index productivity measures.

Fig: 9 Show the vehicle performance work done in workshop, (vehicle workshop

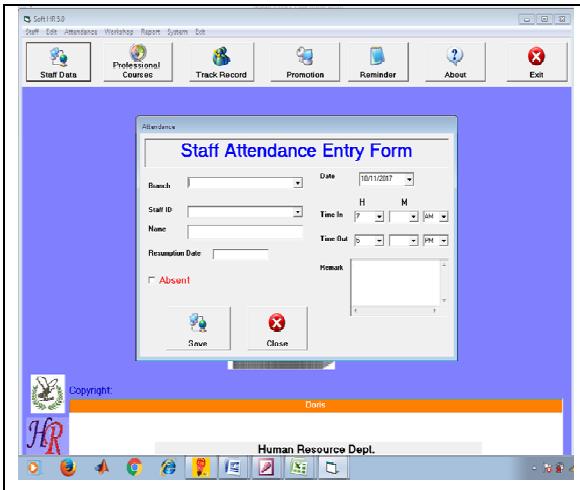


Figure10: Staff Attendance entry form.

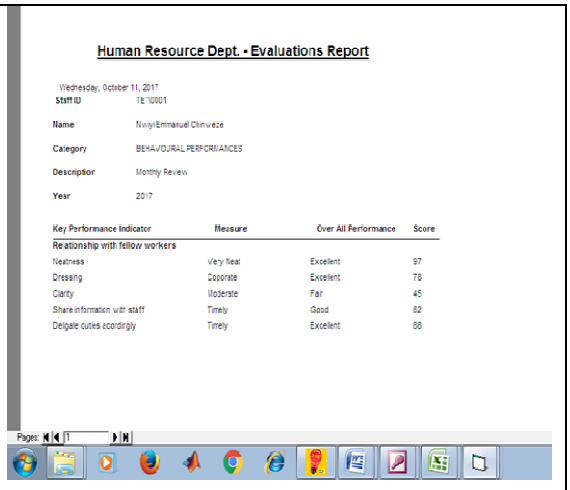


Figure 11:.Human resource Dept. evaluation report

performance by the employee) this was also measured with the above approach and below forms shows evaluations reports of the above forms.

Figure 10: depicts the staff attendance performance, in and out time entry.;

Figure 11: Depicts the staff behavioral performance evaluation for the selected period. Each performance were weighed and scored.

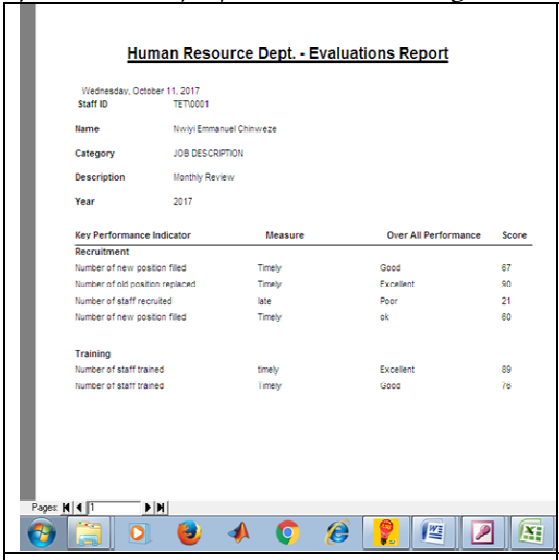


Figure 12: Staff job description evalution sheet

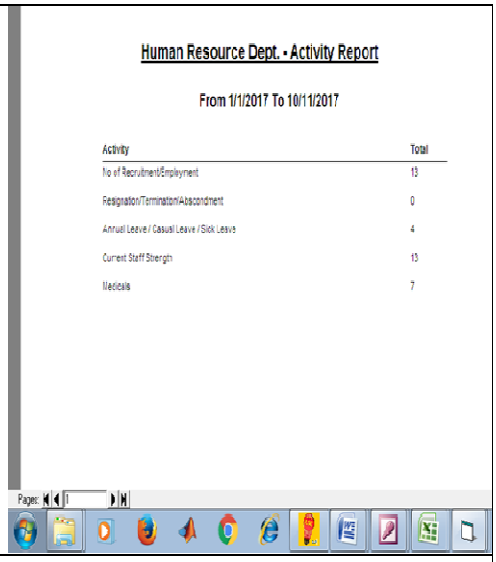
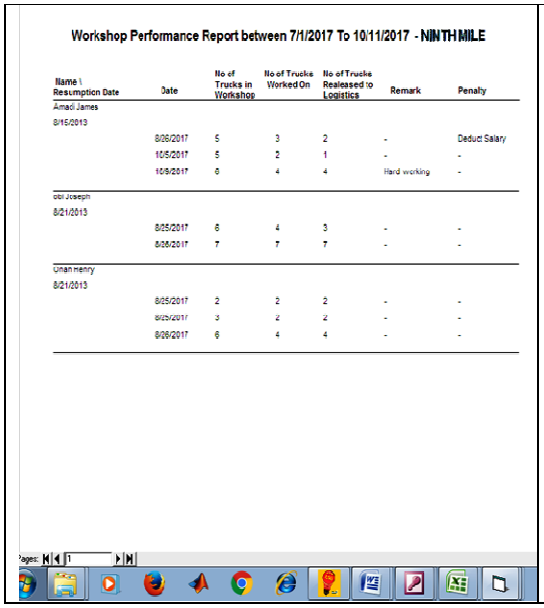


Figure 13: The company Human resources perfroamce report.

Figure 12: Depicts staff job description performance evaluation report. The key performance indicators were accessed one by one.

Figure 13: Shows the Human Resource activities performance using 5 different performance indicators.



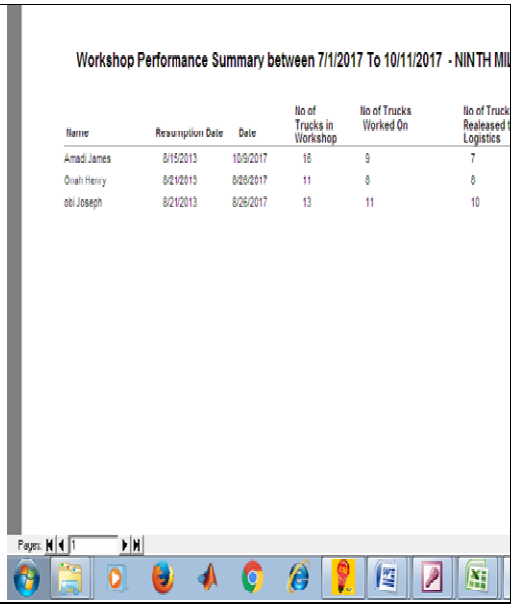


Figure 14: Workshop Performance evaluation report.	Figure 15: Workshop Performance evalution report summary.

Figure 14: Shows day to day performance assessment of technical staff at the workshop. The assessment is graded on the number of vehicles worked on.

Figure 15: Shows a summarized workshop performance evaluation for a selected period of time.

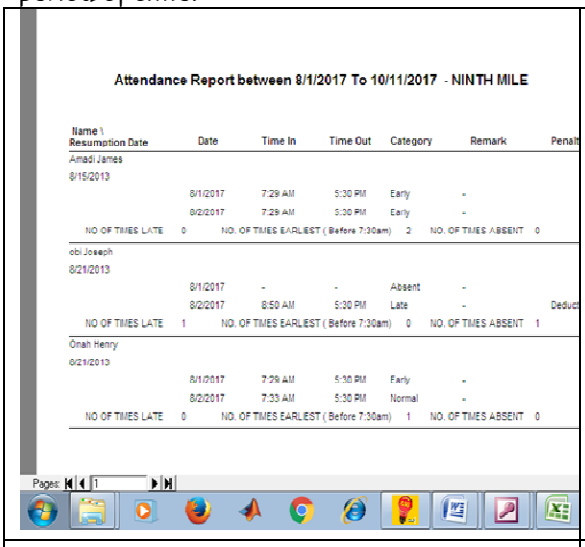


Figure 16: Attendance Report.

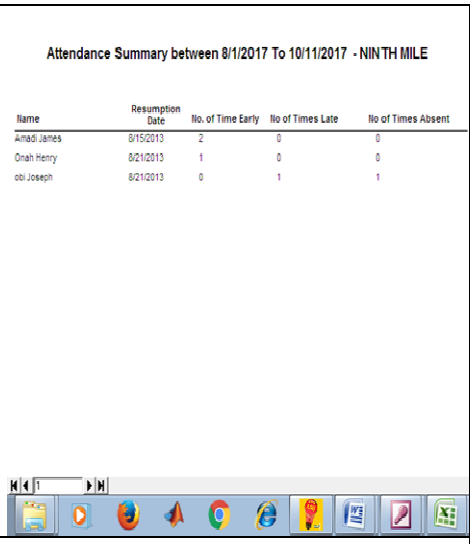


Figure 17: Summary of the attendance at the period.

Figure 16 and 17 shows the daily and summary of staff attendance for the selected period.

Part of the program source code

```
Private Sub cmdaddt_Click()
End Sub
Private Sub cmdclose_Click()
frmperform.Hide
End Sub
Private Sub cmdprint_Click()
frmstaff.Adodc2.ConnectionString =
"Provider=Microsoft.Jet.OLEDB.4.0;Data Source=" & App.Path & "\Register.mdb;Persist Security Info=False"
frmstaff.Adodc2.RecordSource =
"SELECT * FROM [tblperformievaluationr]"
frmstaff.Adodc2.Refresh
frmstaff.Adodc2.Recordset.MoveFirst
frmstaff.Adodc2.Recordset.Fields("cat") = Combo1.Text
frmstaff.Adodc2.Recordset.Fields("staffid") = Combo6.Text
frmstaff.Adodc2.Recordset.Fields("name") = text3.Text
frmstaff.Adodc2.Recordset.Fields("description") = Combo5.Text
frmstaff.Adodc2.Recordset.Fields("year") = Val(Combo7.Text)
frmstaff.Adodc2.Recordset.Update
frmstaff.Adodc2.Refresh
frmstaff.Adodc2.ConnectionString
Adodc1.ConnectionString =
"Provider=Microsoft.Jet.OLEDB.4.0;Data Source=" & App.Path & "\Register.mdb;Persist Security Info=False"
Adodc1.RecordSource =
"SELECT * FROM [Queryevaluation]"
Adodc1.Refresh
Me.DataGrid1.Refresh
DataEnvironment1.Connection1.Open
DataEnvironment1.evaluation
rpteva.Refresh
rpteva.Show
End Sub
Private Sub Combo1_Click()
On Error Resume Next
Dim tot, i As Integer
Combo2.Clear
frmstaff.Adodc1.ConnectionString =
"Provider=Microsoft.Jet.OLEDB.4.0;Data Source=" & App.Path & "\Register.mdb;Persist Security Info=False"
frmstaff.Adodc1.RecordSource =
"SELECT * " &_
        "FROM tblperformcat " &_
        "WHERE [cat] ='"

Private Sub Combo2_Click()
On Error Resume Next
Dim tot, i As Integer
Combo3.Clear
frmstaff.Adodc1.ConnectionString =
"Provider=Microsoft.Jet.OLEDB.4.0;Data Source=" & App.Path & "\Register.mdb;Persist Security Info=False"
frmstaff.Adodc1.RecordSource =
"SELECT * " &_
        "FROM tblperformindicator " &_
frmstaff.Adodc1.RecordSource =
"SELECT * " &_
        "FROM tblperformindicator " &_
        "WHERE [indicator] ='" & Combo3.Text & "' "
frmstaff.Adodc1.Refresh
tot =
frmstaff.Adodc1.Recordset.RecordCount
  For i = 1 To tot
Text2.Text =
frmstaff.Adodc1.Recordset.Fields("score")
If
frmstaff.Adodc1.Recordset.EOF

        "WHERE [type] ='" &
Combo2.Text & "' "
frmstaff.Adodc1.Refresh
tot =
frmstaff.Adodc1.Recordset.RecordCount
  For i = 1 To tot
Combo3.AddItem
frmstaff.Adodc1.Recordset.Fields("indicator")
If frmstaff.Adodc1.Recordset.EOF <> True Then

frmstaff.Adodc1.Recordset.MoveNext
    End If
  Next
End Sub
Private Sub Combo3_Click()
On Error Resume Next
Dim tot, i As Integer
frmstaff.Adodc1.ConnectionString =
"Provider=Microsoft.Jet.OLEDB.4.0;Data Source=" & App.Path & "\Register.mdb;Persist Security Info=False"
Private Sub Combo6_Click()
On Error Resume Next
Dim tot, i As Integer
frmstaff.Adodc1.ConnectionString =
"Provider=Microsoft.Jet.OLEDB.4.0
```

```
=
"Provider=Microsoft.Jet.OLEDB.4.
0;Data Source=" & App.Path &
"\Register.mdb;Persist Security
Info=False"
frmstaff.Adodc2.RecordSource =
"SELECT * FROM
[tblperformievaluationr]"
frmstaff.Adodc2.Refresh
```

```
& Combo1.Text & "' "
frmstaff.Adodc1.Refresh
tot =
frmstaff.Adodc1.Recordset.Record
Count
   For i = 1 To tot
Combo2.AddItem
frmstaff.Adodc1.Recordset.Fields(
"type")
If
frmstaff.Adodc1.Recordset.EOF
<> True Then

frmstaff.Adodc1.Recordset.Move
Next
      End If
   Next
End Sub
```

```
<> True Then

frmstaff.Adodc1.Recordset.Move
Next
      End If
   Next

End Sub
```

```
;Data Source=" & App.Path &
"\Register.mdb;Persist Security
Info=False"
frmstaff.Adodc1.RecordSource =
"SELECT * " &_
                "FROM staff " &_
                "WHERE [staffid] ='"
& Combo9.Text & "' "
frmstaff.Adodc1.Refresh
tot =
frmstaff.Adodc1.Recordset.RecordCo
unt
   For i = 1 To tot
text3.Text =
frmstaff.Adodc1.Recordset.Fields("su
rname") + " " +
frmstaff.Adodc1.Recordset.Fields("ot
hernames")
If frmstaff.Adodc1.Recordset.EOF
<> True Then

frmstaff.Adodc1.Recordset.MoveNe
xt
      End If
   Next

End Sub
```

DISCUSSION OF RESULT

In this section the researchers briefly discussed the index productivity measurement approach used in the designing of the proposed system and kind of data structure used in the implementation. The index productivity measurement approach is methods were scores of every activity is defined, weighed and calculated based on the work done. The expectation of activity of employee is based on the job description of the employee. They are the key indicators or bench mark already agreed by the organization for evaluation of the organizational staff. This approach determines effectiveness and weakness of the employee in the organization.

Implementation of the above software made use of ***list data structure***. ***List data structure*** *is a finite ordered sequence of data items known as elements. "Ordered" in this case means that each element has a position in the list, example list of job description, payroll record list attendance record list etc,* [42]. The list also has data type which may be integer, character, float etc. List should be able to grow and shrink in size as when inserting and removing element. The administrator should be able to gain access to any element's value, either to read or change the element, or create and clear the lists. According to Shaffer there are two standard approaches to implementing list data structure array-based and linked list approaches. This implementation made use of linked list approach which makes use of pointers (normally used when inserting, deleting, change element etc) and dynamic memory allocation, this simple means it can allocated memory for new list element as needed. Link list is made up of a series objects called the nodes of the list. Note that stack and queue are linked list when makes use of FILO (First In Last Out) and FIFO (First In First Out) method of inserting and removal of element respectively.

CONCLUSION

Organizations that want to stand the test of time and till want to kept standard, should be ready to track the performance of its employees at any time and should adapt the best approach. Employee productivity index measurement is the approach, were scores of every activity is defined, weighed and calculated based on the work done. This is the basis of this design; the evaluated outcome is based on job performed by the employee and not on mere discussions or state of mind of the human resource manager of the organization. These tools were used to evaluate the staff of City Benz limited in the above proposed system.

REFERENCES

Simpson G. I, (2010), "Building employee commitment: an imperative for business success". http://www.managerwise.com/article.phtml?id=159. Date of access: 17 Jul. 2010.

. hppt://onlinelibrary.wiley.com/doi/10.1111/j.1745-493X.2002.tb00118.x

Igbal.A., Ijaz M., latif .F. and Mustitag .H.,(2015): "Factors affecting the employee performance: A Cause study of Banking sector in Pakistan". Europen Journal of business and social science, Vol, 4 Number 08. Available on www.ejbss.com/recent.aspx.

Kazan H. and Sefer G. (2013), Measurement of employee's performance: A state Bank application: international review of management and business research Vol. 2 Issue2,

Ohio Auditors (2008) "Introduction to performance measurement" school district self-assessment Guide.

Freeman R. (2008) "Labour productivity indicators comparison of two OECD DataBase productivity differentials and Balassan samuelson effect." OECD statistic Directorate Division of structural Economic statics. 2008.

Ali, S.I, Yousof J, Rauf Khan and Masood (2010), "Evaluation of perfoamce in manufacturing organization through productivity organization through productivity and quality." Afircan Journal of business management Vol. (6), pp. 2211-2219. Available at www.academicjournals.org/AJBM10.720.

Esposito E. (2015)., " How to calculate productivity at all levels: Employee, organization and software." December 2015 Smart sheet

Winston, R.B.jr. and Creamer, D.G (1997). "Improving staffing practices in student affairs". San Fracisco: Jossey Bass.

Igbojekwe P.A, Okoro U, Agbonye C and Oby C. (2015). "Performance evaluation of academic staff in vuniversities and Colleges in Nigeria: the missing criteria." International Journal of education and Research Vol. 3. No.3 ISSN 2201-6333.

Prasad. S. (1993), "Monitoring labour productivity using a time series approach." International Journal of quality and reliability management, Vol. 10. Issue: 2 Publisher MCB limited.

David .P. (2007) "key performance indicators: developing, implementing and using winning KPIs." John Wileys and sons inc in Hoboken, New Jersey. ISBN -13:978-0-470-09588.

Rajkaram S. and Manmen K.J (2014) "identifying key performance indicators for academic department in a comprehensive university through a consensus-based approach: South African cas study. Jounral sociology soc. Anth, 5(3) : 283-294.

Rose C., and Flaniken (2011) "performance appraisal: a supervision or leadership tool?" international journal of business and social science Vol. 2 No.17. www.ijbssnet.com.

Zhang Ying Ying (2004), "The impact of performance management system on employee performance analysis with WERS2004" essay.utwente.nl/62260/1/Daisy-master-thesis.pdf.

Scullen S.E (2011), "Why do you have a performance appraisal system?" Drake University, Drake management review, Volume 1, Issue 1. http://faculty.cbpa.drake.edu/dmr/0101/DMR010104V.pdf

Banjoko, S (1996), "Human Resource management: an expository approach, Lagos" Sabar Publishers.

Grote D., (1998), Painless performance appraisal focus on results, behaviors. HR Magazine, 43, 11, 52- 55+. Retrieved September 5, 2002 from the World Wide Web: http://www.proguest.com.

Kondrasuk J.N(2012), "the ideal performance appraisal is a format, not a form. Academy of strategic management journal,11 (1), 115-130.

Grigore A.M and BADEA .F. and Rau.C. (2010)"Modern instrument for measuring organizational performance." JEL code: MIO; L25, L66.

Martinsonsa. M, Davisonb R. and Dennis (1999). "The balanced scorecard: a foundation for the strategic management of information system." Elsevier Vol.25. pg71-88. https//: doi.org/10.1016/50167-9236(98) 00086-4.

Organization for Economic Co-operation and development.(OECD) (2001), "Measuring productivity OECD manual, - measurement of Aggregate and industry level productivity Growth 2001. En fancais letitre: measurer le productivitie.

A Handbook for measuring employee performance. OPM.Gov 2017.

Afonina .A., (2015) " Strategic management tools and techniques and organizational performance: findings from the Czech Reublic." Jurnal of competitiveness: Vol.7, Issue, PP.19-36 september 2015. ISSUN 1804-171x (print), ISSN 1804-1728. Doi: 10: 7441/joc.2015.03.02.

Syed .I. A, Jamil .Y., Memmona R.K and Syed A.M (2011), " Evaluation of performance in manufacturing organization through productivity abd quality." African Journal of business management Vol.5(6),pp.http://www.academicjournals.org/AJBM. DOI: 10.5897/AJBM10.720. ISSN 1993-8233@2011.

Alaa M.G, James and Noble (1996),"The Changing basis of performance measurement." International journal of operations and production. Vol. 16. Issue: 8, pp63-80, Httsp//: doi.org 110.1108/01443579610125787.

Arie .H. (2005),"Performance measurement is only one way of managing performance" international journal of productivity and performance management. Vol. 54. Issue. 7. PP .502-516. DOI: org//10.1108/17410400510622197.

Srinivasa R. and Ambika P.M (2010), "A distributed monitoring system for jobs processing." Computer design and applications (ICCDA) 2010 international conference. IEEE.

Lin Hongyan and Li Xuejiao (2010), " a preliminary study on the method of performance measurement for staff based on principle –agent model." Future information technology and management engineering (FITME), 2010 international conference on 2010. IEEE.

Rick. S. (2011), "The Complete idiots Guide to boosting employee performance" Employee engagement, employee retention. Profitguide.com.

Farzana .Q., Zarina A.S. and Siti H. (2015), " Does cyber loafing boost employee productive." IEEE

Elizabeth A. (2016), "Monitoring your employees through GPS: what is legal and what are best practices?".IEEE

Priyankar B. (2014), " Workplace monitoring of employee health using the workstation pc as a platform," IEEE.

Yur. W.Ramirez, David A.Nembhard, (2004), "measuring knowledge worker productivity: a taxonomy" Journal of intellectual capital, Vol. 5 Issue :4 PP.602-628HTTPS:///doi.org/10.1108/146919304,0567040.

David N.Card, (2006), "Challenge of productivity measurement." Proceedings: pacific northwest software quality conference, 2006. https://pdfs.semanticsscholar.org.

Goparaju .P.S, Ayesha.F. and Sang.H.P., (2011), "Measuring productivity of software development tearm." Serbian Journal of management 7 (1) (2012) 65-75. WWW.5jm06.com. Doi:10.5937/5jm/2010655.

Kenneth A.P, Richard C.B and Johns Hopkins (1995), "System of management for organizational improvement." APL Technical Digest, Vol. 6. No4 1995.

Mohammadreza .S.,Shirouyehzad. H. and Dabestani R. (2013), "Labour productivity measurement through classification and standardization of products." Productivity and quality management, Vol.11, No,12013

Shirouyehzad and Reza, (2011), "A safety approach for measuring efficiency of products, using data envelopment analysis. Conference paper 2011, DOI: 10.13140/2.1.2850.1128. International proceedings of economics Development and research, at Singapore, vol. 5

Yana .M. (2012), "Productivity measurement and improvement." @stockholm 2012. KTH Arctitecture and built environment project.

Richard B. (2006), "measuring public sector productivity: lessons from international experience" institute of public administration. www.ipa.ie.

Allison, Robert and David (2009), "Metrics and tools for measuring construction productivity: technical and empirical considerations.

Shaffer A.C., (2009) "A practical introduction to data structures and algorithm analysis, third edition (Java)" published by prentice hall.