



MBA- Master of Business Administration

Managing Performance - LCMB7013

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Introduction

The goal of performance management is to ensure that business objectives are achieved. It is possible to apply the phrase "performance management" to the process of tracking an organization's, a department's, or an employee's output. The term "performance management" is used to describe the technique of regularly assessing and debating an employee's role in achieving the organization's objectives (Peccei and Van De Voorde, 2019). Traditional methods of performance management have centred on looking ahead rather than back in order to improve future results. The ultimate consequence is a change from a culture where employees are encouraged to share their ideas and get criticism to one where leaders can anticipate problems and assist workers in getting back on track (Abbas, 2020).

For the purposes of this paper, the case study will focus on SainCo, a large retail corporation with many locations and a workforce of 2,000 employees. This report will go into the factors that drive performance management, the process of establishing performance objectives. The report will analysis the methods of measuring performance, strategies for providing feedback on performance, approaches to incentivizing performance management, organisational and employee concerns, employee engagement and employee involvement.

Performance Management

SainCo leadership must embrace a long-term, comprehensive strategy to performance management that makes the most of their workers' talents and expertise to increase productivity and efficiency. For SainCo's key aims to be met, it is crucial that managers and employees are able to communicate and work together effectively. Employee morale and output as a whole may be boosted by making sure everyone knows and understands the company's long-term vision and strategic objectives (Pham et al., 2020). The key differentiator between PM (performance management) and TM (time management) is the latter's focus on maintaining employee engagement and loyalty. Instead, performance management is a process that helps workers create and meet personal goals that contribute to broader organisational objectives. Therefore, the following considerations should be made in performance management:

- Goal- and metric-setting.
- Continuous learning and progress.
- strategic foresight and focus.
- Consequently, planning and amalgamation are key.

Purpose of Performance management in business

There is a general consensus among scholars that performance management encompasses two fundamental objectives: operational effectiveness and measurement. The subsequent section provides further elaboration on other incentives for implementing performance management.

- *Ascertain areas of expansion*

One of the primary objectives of performance management is to regulate and maintain the calibre of an organization's workforce. When formulating expansion strategies, it is important to engage in consultations with employees. The ability to prioritise developmental needs enables managers and employees to create well-designed programmes, resulting in enhanced individual performance (Mousa and Othman, 2020).

- *Foster a culture of cooperation, teamwork, and announcement.*

Human resource professionals are continuously looking for new ways to inspire their team members and encourage greater teamwork. The enhanced capacity for teamwork and communication has a beneficial effect on the company's bottom line. Team development

activities and simple access to useful technical tools are beneficial for businesses of all sizes and sorts (Davidescu et al., 2020).

- ***Maintain a content and dedicated workforce***

A strategy for monitoring employee performance that is both fair and effective may help everyone involved. The word "employee engagement" has been used more by HR experts recently, and with good reason. The numerous financial benefits of an engaged workforce are now widely known and appreciated by companies. They are also cognizant of the dangers posed by a dispassionate employee (Bag et al., 2020).

- ***Guarantee transparency***

In the context of performance management, evaluations of workers are made using standards that place a premium on the quality of accountability. One well-known illustration is the sales quota. Staff members are likely to show a high level of performance if they are properly educated on the different techniques and given incentives to ensure compliance. It is crucial to understand the standards-setting process, including the criteria and methods used. Productivity may be significantly increased when several people work together to achieve a common objective. Corporate governance best practises call for complete transparency, so that stakeholders may make well-informed decisions (Munir et al., 2020).

- ***Boost profits***

The growth and long-term success of a firm are contingent upon its capacity to concentrate on the present moment and generate outstanding results. Performance management, when executed proficiently, has the potential to enhance organisational performance and yield favourable consequences. As a result of this improvement, the company's longevity is expected to be significantly enhanced (Singh et al., 2020).

Role of Human Resource Management in Performance Management

As part of the larger performance management process of SainCo, Human Resource Management is responsible for analysing and establishing the performance and job needs of present personnel. Human resources may acquire insight into the SainCo organization's goals through the usage of performance management techniques (Bag et al., 2020). When it comes to managing employees' performances, HR is in charge of the following:

- ***Assessing the efficacy of the existing performance appraisal procedure-*** The performance of staff members is regularly monitored in order to guarantee that all individuals are reaching or surpassing established objectives. This subjective appraisal takes into account the employee's skills, limits, worth to the firm, and chances for advancement. These sessions might be referred to as employee appraisals, performance evaluations, or growth conversations (Di Vaio and Varriale, 2020).
- ***Establishing Objectives for the Organisation-*** The implementation of a performance management system is one method that might be utilised as a viable technique for developing a sense of belonging among employees. There is the possibility that they will work together in order to advance the business in some way (MacCann et al., 2020).
- ***Defining the parameters for acceptable performance-*** The best course of action right now is to focus on each person's strengths. Create a complete list of tactics that may be implemented as a group to aid one another in areas where individuals are struggling, and then share their thoughts on the list. Key factors to think about include a discussion of, and prioritising of, goals for the next six months, as well as the setting of a timescale (Abubakar et al., 2019).
- ***Track and improve on results all year round-*** Regular monitoring of employees is essential to ensure that they remain aligned with their objectives. Timely communication of concerns from employees to their line managers is crucial in order to facilitate the provision of necessary support, training, or coaching. The presence of senior staff members who offer advice and coaching has been seen to positively impact the performance and development of workers (Paaïs and Pattiruhu, 2020). It is recommended that management acknowledges and recognises the significance of this phenomenon.

The Relationship between Human Resource Management and Performance Management

This discussion aims to elucidate the relationship between Human Resource Management (HRM) and organisational success, with a particular focus on two prominent perspectives: the best practise or universalistic approach to HRM, and the best fit approach. The subsequent examples illustrate theories.

- ***Best Practice Approach:*** The HR best practises approach maintains that there are universal HR techniques that can assist any organisation obtain an edge, regardless of

its sector or climate. Best practise methods for HR involve substantial administrative involvement. HR practises that are consistent across markets and products boost performance. Competence-fostering work-designs with best-practice activity bundles boost employee engagement (Singh et al., 2019). Expectations should underpin HR best practises. This notion improves productivity, efficiency, and effectiveness.

- **Best Fit Approach:** HRM's "matching model" is a best-fitting form based on Harvard, Michigan, and York research. HR choices complement the business plan. Strategy establishes long-term operations, performance targets, and policies to achieve organisational goals. Human resources strategy must be created and implemented for the organisation to succeed. A "best-fit" approach challenges the best-practices perspective's premise that effective solutions work in all situations (MacCann et al., 2020). To achieve this, the company's development, organisational structure, and physical surroundings must be considered.

Organisational and Employee Concerns

Problems at SainCo might be thought of as obstacles that stop workers from progressing efficiently towards their objectives. SainCo's workplace issues may surface in the form of arguments amongst coworkers, a toxic company culture, or interference from upper management. The SainCo organisation and its workers stand to gain much from the detection and correction of issues (Saffar and Obeidat, 2020). The more streamlined SainCo's workplace is, the more time and resources it will have to devote to solving the company's most pressing problems.

Some of the Organisational and Employee Concerns are as follows-

✓ *Turnover issues and Solution*

Issue- High turnover is a problem in SainCo business when employees leave in large numbers and often. This results in the regular need for firms to find and train new workers to fill these vacancies (Gilal et al., 2019). This may be a significant drain on the time and energy of the business. Some possible causes of significant staff turnover are:

- The SainCo company's leadership and management are subject to a significant level of discontent among workers.
- The individuals express discontentment with their current employment and perceive a lack of significance in their professional endeavours (Gilal et al., 2019).
- Employees see a lack of consideration from SainCo management about their opinions (Anwar et al., 2020).
- The team members possess a limited sense of optimism over their prospects for professional progression inside the business.

Solution- SainCo Organisations may benefit from reaching out to workers for advice on how to handle this problem. Managers should listen to their staff members' suggestions and deliberate on how to put them into action (Anwar et al., 2020). Taking action to ease team members' worries can improve morale and productivity.

✓ *Productivity issues and Solution*

Issue- Each worker's "productivity" is measured by the amount of work he or she completes in a given time period while maintaining high levels of efficiency and reliability at SainCo. A highly productive SainCo business is one that consistently hits its production goals, operates efficiently, and delivers on time (Adams and Blair, 2019).

- There is a personnel shortage on all fronts.
- Adjusting to new systems and practises all of a sudden might be disorienting (Tan et al., 2020).
- Work can be difficult when exposed to stressors like unattainable goals or a lack of direction from SainCo management.

Solution- SainCo managers have the ability to tackle this organisational difficulty through two potential approaches: augmenting the workforce or using stress-alleviating strategies, such as providing paid time off or paid lunch breaks. Gradually introduce SainCo team members to upcoming modifications, allowing them sufficient time to strategize and set realistic and achievable timelines (Adams and Blair, 2019).

✓ *Process management issues and Solution*

Issue- SainCo Managers utilise process management as a means to ensure adherence to the most efficient procedures by their workers. The managerial role includes the establishment of rules and procedures, the discernment of which practises warrant continuation, and the elimination of those deemed unsuccessful (Taouab and Issor, 2019). There are several factors that contribute to the ineffectiveness of process management.

- SainCo managers often establish protocols that are challenging to comprehend and adhere to.
- The organisational leadership exhibits inflexible behaviour and consistently disregards proposals provided by employees (Singh et al., 2021).
- SainCo managers possess insufficient knowledge regarding the duties executed by their teams as well as the resources required for its completion.

Solution- In order to address the issues associated with process management, it is imperative for a SainCo manager to establish a tight working relationship with their team, have a comprehensive understanding of their needs, and make concerted efforts to build streamlined procedures that facilitate the execution of tasks with ease and efficiency (Taouab and Issor, 2019).

✓ *Role specification issues and Solution*

Issue-The concept of "role specification" pertains to the process of selecting the most qualified individuals to occupy vacant roles. Insufficient job demarcation can disrupt operational procedures, hinder efficiency, and obstruct effective communication within a

team (Collings et al., 2019). Issues related to role description might potentially emerge as a result of:

- Managers may exhibit prejudice in favour of or against certain individuals or groups.
- The candidate is not provided with a thorough interview by the recruitment manager.
- Leadership may lack awareness of the strengths and flaws exhibited by their team members (Seman et al., 2019).

Solution- In order to effectively allocate jobs or give appropriate training, managers must possess knowledge on the factors that drive and engage their staff. It is important for managers to establish a rigorous protocol for conducting interviews and choosing suitable candidates to occupy vacant jobs. In the event that individuals require aid in identifying acceptable candidates, they have the option to engage the services of recruiters (Collings et al., 2019).

Employee Engagement and Employee Involvement

When determining a precise assessment of job satisfaction, employee engagement is one of the most crucial factors to consider. In contemporary times, employees express a desire for equitable remuneration, a sense of inclusion within their professional environment, flexibility in terms of working hours and location, and the option to engage in remote work, should they opt for it (Gopal et al., 2021).

It is fostering a sense of belonging among employees is of paramount importance for an organization's performance during the upcoming one to two years. A significant majority of participants (79%) hold the belief that a sense of community is the foremost determinant of workers' commitment to the prosperity of their firm (Tatar, 2020).

Need for and Importance of Employee Engagement and Involvement

- ***Employee involvement boosts consumer satisfaction***

SainCo employees who derive satisfaction from their work are considered the most effective ambassadors of the organisation when interacting with the general public. The energy exhibited by a business is likely to be perceived by its consumers, potentially leading to a positive impression. Employees that have higher levels of engagement in their work exhibit a greater propensity to exceed the expectations of their job requirements, hence enhancing productivity (Shad et al., 2019). This outcome is advantageous for both the SainCo organisation and its customer base.

- ***Engagement of employees has a positive impact on productivity.***

In terms of output, diligent SainCo employees generally surpass their less motivated colleagues. Based on Gallup's findings, companies that have actively engaged employees demonstrate a 21% increase in profitability compared to organisations lacking such engagement (Cloud, 2022). An indication of advancement might be observed by an individual's inclination to participate. Research has shown that employees are more inclined to join and sustain their employment with SainCo organisation when they possess intrinsic motivation, experience job satisfaction, and perceive a sense of appreciation. Enhancing employee engagement and interest might potentially enhance SainCo company's efficiency (Ferraris et al., 2019).

- ***Engaged workers are more likely to stay with a company.***

The level of SainCo employee engagement significantly impacts the rate of employee retention within a business. When individuals are actively involved, they establish a profound affiliation with their occupation and experience a sense of worth and esteem. SainCo employees are more likely to exhibit higher levels of organisational commitment when they see that their contributions extend beyond their own self. Individuals who derive satisfaction from their work are less likely to actively seek alternative career options (Giese et al., 2019).

Application of theories for employee involvement and engagement

- ***Maslow's hierarchy of needs***

Employee engagement at SainCo may be thought of in terms of Maslow's hierarchy of needs, with highly engaged, motivated, and productive team members at the top. Maslow's hierarchy of requirements suggests that SainCo satisfying a worker's physiological needs, safety concerns, and social needs before moving on to more abstract goals like making them feel like they are contributing to the greater good at work is unrealistic. When SainCo employees are involved in their work, businesses spend less time and money recruiting, employing, and training new staff (Mikalef and Gupta, 2021). Reward and recognition programmes are a powerful tool for increasing employee motivation and climbing the employee engagement ladder of needs.

- ***Transformational leadership***

Transformation theory characterises a learning consequence as the act of analysing and critically reflecting on one's own cognitive processes, resulting in a more reliable interpretation of meaning. Transformative leadership has been widely recognised as a very efficacious approach in fostering motivation among subordinates of SainCo, compelling them to execute their duties with a sense of responsibility and adherence to ethical principles (Yildiz Çankaya and Sezen, 2019). Transformational leaders have the ability to enhance overall SainCo employee engagement by their capacity to inspire and motivate SainCo subordinates, so fostering more effort and a heightened sense of pride in their job.

Strategies to increase employee engagement improve performance within SainCo

- ***Maintain consistent and intentional communication.***

As SainCo organisation undergoes expansion, the cohesion among its workforce may gradually weaken, leading to the emergence of autonomous divisions and a growing sense of disconnection among employees. In instances when an organisation does not possess a

specialised internal communications department, the human resources (HR) department frequently assumes the responsibility to address this gap (Malik et al., 2021).

- ***Place emphasis on the on-boarding process.***

In social and professional contexts, the first impression that one makes is of critical importance. The employee's initial impression of the company and their place within the SainCo organisation is shaped in large part by the process of being onboarded, which sets the tone for that impression. New workers are given an overview of SainCo's mission, vision, and core values during the onboarding phase of their employment (Rietveld et al., 2020). In addition to this, it gives new employees the chance to have a better understanding of their function and how it fits within the context of the larger organisational structure.

- ***Instruction for accomplishing work goals and more.***

The phrase "career advancement possibilities" was the key driver for individuals looking for work. If employees can see a distinct route to advancement, it will be easier to recruit new staff members and keep the ones they have. Instead of encouraging people to look for opportunities for progress outside of the firm, SainCo should concentrate on developing opportunities for employees to achieve so within the organisation (Fatimah et al., 2020).

- ***Recognise and appreciate the work of staff***

In order for SainCo employees to be fully engaged in their work, it is imperative that they see recognition and acknowledgment from their superiors, colleagues, and leaders for their contributions. Demonstrating SainCo staff appreciation serves to acknowledge and value the contributions exerted by individuals within an organisation. The loyalty and sense of organisational attachment experienced by employees are enhanced when their contributions are recognised (López-Cabarcos et al., 2022).

Performance Management Development for SainCO

It is well understood that the cycle of performance management consists of five primary stages that build upon one another. It is essential to carry out these activities on a constant basis, regardless of how often performance evaluations are conducted.

- ***Planning-*** The senior leadership of SainCO will imminently create and convey their anticipated requirements for their team. It is important to engage in a comprehensive discussion on these objectives with candidates throughout the hiring process.

Additionally, it is crucial to consistently reaffirm these objectives with the existing personnel at SainCo (Papa et al., 2020). Depending on the chosen approach to performance management implemented by SainCo, senior management may elect to assign varying degrees of importance to each of these objectives.

- **Monitoring-** During this stage, it is imperative for the management of SainCo to consistently check the progress of their employees towards the established target. The concept of continuous performance monitoring becomes significance within this particular environment (Yu, 2023). The utilisation of performance management software enables the senior management of SainCo to monitor the real-time progress of an individual team.
- **Developing a plan-** During this phase, the data obtained during the research stage is utilised to enhance the efficiency of SainCo's workforce. In order to strengthen or sustain the quality of SainCo's personnel, it may be essential to provide workers refresher courses, give them positions that facilitate the improvement of their knowledge and job performance, or modify their present trajectory of professional development (Darvishmotevali and Ali, 2020).
- **Evaluating and Rating-** SainCo is obligated to carry out yearly performance evaluations for all employees. Conducting individual performance evaluations is crucial in assessing a person's current standing and identifying areas that require further development. The inclusion of evaluations from colleagues and supervisors is highly valued in the context of 360-degree feedback (Rizvi et al., 2020).
- **Rewarding-** In a manner that elicits contentment or fulfilment. The establishment of a proficient performance management system and the attainment of elevated levels of employee satisfaction and engagement are contingent upon the implementation of a comprehensive framework aimed at acknowledging and compensating outstanding accomplishments. Examples of strategies that may be employed to foster exceptional performance and motivation inside a firm include providing positive reinforcement through expressions of praise, encouraging positive peer influence, and implementing a comprehensive incentive system that consistently recognises and rewards outstanding achievements (Al Ahbabi et al., 2019).

Performance Management Approaches for SainCo

360-Degree Feedback- The utilisation of a 360-degree feedback system is a common practise in the assessment and examination of employees. The primary objective of this

application is to provide organisations with statistics regarding the productivity levels of their staff. Every employee is provided with a dependable evaluation of their job performance, since it is derived from the assessments of their colleagues. The utilisation of a 360-degree feedback system has become a more prevalent approach to staff development and training (MacMillan et al., 2022). The potential for streamlining the review process at SainCo through the use of this technology is contingent upon its correct and efficient execution. A significant proportion of individuals, beyond only the supervisor, will have their perspectives taken into account.

Key Performance Indicators (KPIs)- The use of key performance indicators (KPIs) enables a comprehensive examination of the extent to which SainCo, its divisions, initiatives, or current personnel are effectively achieving the organization's desired outcomes and targets. The software in question is a human resources management system. Key performance indicators (KPIs) are utilised to facilitate comprehensive and data-driven discussions on organisational performance (Kim et al., 2019). The SainCo stands to gain advantages from their valuable insights, as it will augment the organization's capacity for effective decision-making.

Reward and Recognition Programs- When exceptional work is done, it is always appropriate to reward the performer with recognition and money. Employees who lack motivation have the tendency to stray from the broader goals of the organisation because they have the impression that their efforts and successes have been disregarded and that they have not been compensated for them. Incentives and recognition programmes are essential elements of SainCo's performance management system, just as they are for systems used by other companies. As a method of handing out monetary incentives and salary raises, employee recognition and incentive programmes are used by a lot of well-known firms (George et al., 2019).

Performance Appraisals- The yearly performance review is often regarded as a highly valuable instrument for monitoring and enhancing employee performance. The approach is well recognised for its efficacy, albeit contingent upon its appropriate implementation, in harmonising personal aspirations with the overarching objectives of the company. In order to optimise its potential, SainCo employees can employ a strategic approach, which includes the implementation of thoughtful application, an equitable and transparent assessment process, and fostering open channels of communication (El-Kassar and Singh, 2019).

Personal Development Plans (PDP)- An all-encompassing and purposeful plan to encourage personal and communal growth is at the heart of this method. Evaluating the goals of the participants and their familiarity with the established methods is essential. Personal development plans (PDPs) can aid individuals in establishing the educational and experience criteria essential for growth within their particular professional areas. SainCo can benefit from creating a PDP to help it find ways to train and educate its employees to meet these requirements. It aids people in discovering their true life's calling and developing a plan to fulfil it (Sassanelli et al., 2019).

Application AMO Model of Performance within SainCo

According to the AMO hypothesis, an individual's professional performance is influenced by their Abilities, Motivations, and Opportunities. The aforementioned pertains to the inclination, readiness, and capacity of employees to make positive and valuable contributions to the business. The interdependence of these three criteria with regard to job productivity is undeniable. SainCo is required to execute the following measures in order to enhance worker productivity:

- **Ability:** It is necessary for the upper management of SainCo to conduct an evaluation of the employees' potential to raise the company's overall productivity. In the event that members of the workforce exhibit gaps in their skill sets, it is the responsibility of management to devise training and development programmes with the purpose of assisting those individuals in achieving their goals of becoming more proficient (Mikalef and Gupta, 2021).
- **Motivation:** At now, the senior management of SainCo must assess the level of motivation among their employees in order to ascertain their willingness to remain employed at the organisation. If not, it is imperative for the management to devise novel strategies and methodologies to foster motivation and engagement within the workforce (Wu et al., 2019).
- **Opportunity:** In order for SainCo to achieve its performance goals, it is imperative that the company give its workers with enough opportunities, such as improved working conditions and financial incentives. In addition, the employees need to be included in the process of decision making so that they may experience an increase in both their performance and their motivation (Yildiz Çankaya and Sezen, 2019).

Recommendations for SainCo to Implement Performance Management

Short Term Recommendation

Short term recommendations are as follows: -

SMART Goals	Specific	Measurable	Attainable	Reliable	Timely
Short-term objective 1 (Improve employee time management skills)	SainCo employees intend to establish a daily timetable and allocate staff assignments in accordance with their relative significance (Alzoubi et al., 2022).	In order to monitor production at SainCo, managers have been asked to keep a track of own work hours and to compare them to the allotted work time period.	Every day, SainCo workers will set aside 30 minutes to organise their day, and they will periodically check in with one another to make sure they are still on track (Roscoe et al., 2019).	Improve overall productivity and reduce stress among SainCo employees. (Eliyana and Ma'arif, 2019).	The strategy will be executed over a period of 6 Months, during which the progress of employees will be assessed on a weekly basis
Short-term objective 2 (SainCo has to prioritise its diversity strategy by investing in its staff)	The removal of employment practises that are discriminatory towards people on the basis of their race, religion, nationality, or caste (Yusoff	The process of quantifying it is as easy as looking at the personnel numbers each year.	The quantification process involves a straightforward examination of annual personnel figures.	SainCo will be able to mitigate its personnel challenges during these difficult times due to this factor.	4-5 months

	et al., 2020).				
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Short term recommendations action plan are as follows: -

Objective	Strategy	Resources	Time
SainCo improve employee time management skills	• Schedule Appropriately • Set Priorities • Organize their workspace (Eliyana and Ma'arif, 2019).	• Activity Logs • To-Do Lists • Action Programs Tool	Within 6 months
SainCo has to prioritise its diversity strategy by investing in its staff	• Develop diversity and inclusion plan • Expand recruiting network • Listen to underrepresented employees	• Inform administrators of workplace diversity's advantages. • Openly collaborate and establish staff work teams. • Develop inclusive workplace practises (Peccei and Van De Voorde,	4-5 Months

		2019).	
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Long term recommendations are as follows: -

SMART Goals	Specific	Measurable	Attainable	Reliable	Timely
Long-term objective 1 (SainCo aim to increase annual retention rate from 45% to 65% to better retain current employees and decrease new hire expenditures)	Decrease the yearly rate of SainCo employee attrition (Yusoff et al., 2020).	SainCo employee retain will be to 65% by 2027	The percentage increased from 15% in 2023 to 65% in 2027.	Enhance employee retention and reduce costs associated with recruiting new personnel. (Yusoff et al., 2020).	4-5 years
Long-term objective 2 (The goal is to double the percentage of engaged SainCo workers by 2027 (from 20% today).	Enhance the SainCo employee experience using incentives and recognition strategies (Pham et al., 2020).	To achieve a 50% increase by the year 2027.	The percentage is projected to increase from 20% in 2023 to 50% in 2027.	Improve overall employee engagement, linked to a potential 22% increase in productivity. (Pham et al., 2020).	4-5 years

Long term recommendations action plan are as follows: -

Objective	Strategy	Resources	Time
SainCo aim to increase annual retention rate from 45% to 65% to better retain current employees and decrease new hire expenditures	• Mentorship programs • Wellness offerings • Employee compensation	• Continuous feedback on performance • Flexible work arrangements • Work-life balance	4-5 years
The goal is to double the percentage of engaged workers by 2027	• Take employee surveys. • Recognize top performers. • Hold leadership accountable.	• Job Satisfaction Level. • Effective work culture • Efficient Company Management and Leadership (Pham et al., 2020)	4-5 years

Conclusion

The report concluded that Employees and upper-level management alike may benefit from taking part in self-evaluation and working together towards organisational objectives, which is why performance management is so important. In the present period of strong competition, the application of performance management approaches is crucial in order to achieve enhanced productivity, performance, and profitability. This explores how SainCo's internal HRM framework is connected to the company's performance management practises. The extensive research shows that SainCo places great value on HR strategy, employees, and management. The next step is for management to settle on a method for monitoring employee performance. This article contains recommendations that can help SainCo set up a performance management system that is both effective and trustworthy.

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