

LCMB7013: Managing Performance

Level 7 Assessment

Student Name: Kamlesh Laherubhai Mali

Student Id: 2236966

Assessment Title: New Performance Management for SainCo

Lecturer Name: Hoang Nguyen

Submission Date: 3rd January 2024

Table of Contents

Introduction.....	4
Performance management.....	5
Definition	5
Steps/ process/ procedure.....	5
PM (performance management) in small/ large organizations	6
Performance appraisal approaches.....	7
Organizational and employee concern.....	8
Organizational concern, strategy, strategic goals, line management support	8
Employee concerns	11
Employee engagement and employee involvement.....	11
Employee engagement- passively engage	11
Definitions.....	11
Steps/ process/ procedure.....	11
Techniques to engage employees, motivation theories, and their implementation.....	12
What is the current level of engagement?	14
Employee involvement- actively engage	15
Definitions.....	15
Steps/ process/ procedure.....	15
Techniques to engage employees, motivation theories, and their implementation.....	16
What is the current level of engagement?	17
Recommendations for short and long-term.....	17
Short term- what to do in the next 1 year.....	17
Summaries previous suggestions/solutions.....	17
Show how those solutions are connected with the strategy/strategic goals.....	18
Long-term- what to do in the next 3 to 5 years.....	18
Summaries previous suggestions/solutions.....	18
Show how those solutions are connected with the strategy/strategic goals.....	18

Conclusion	20
References.....	21

Introduction

SainCo is a long-established retail sector with 2000 individuals spread across 10 distinct locations. This company has a family-run business and is deeply ingrained in the operational and traditional ethics framework. Moreover, SainCo has also recognized the critical requirement to revitalize its strategies to ensure market competitiveness. Given this mandate, the human resource consulting firm's role in the UK entails devising the framework of performance management that harmonizes the contemporary landscape of the business. The aim is to link the operational objectives of the company with the strategy of robust performance management that is not only used to address existing concerns but also the company towards sustained success and growth.

Hence, the report will be prepared as a Human Resources Consultant leading the firms in the UK that offer retail clients outsourced HR solutions including performance management of the staff. In relation to this, the report will find the new management approach to performance that can be related to cultural transformation, goal alignment and clarity, regular communication and feedback, skill empowerment and development, rewards and recognition, technology integration, and performance appraisal reforms. Furthermore, to motivate the employees for their work, the report will also use theories like Maslow, Herzberg, process theories, job characteristics model, expectancy, and goal setting. Such have an important role in meeting the demands of the employees and even identifying the challenges suffered by them during the operations.

Performance management

Definition

Performance management is about developing an effective environment of work where workers are able to perform their best to meet the organizational goals. Performance management aligns with the team and individual objectives along with providing feedback, facilitating continuous improvement, and monitoring progress.

Steps/ process/ procedure

- **Goal setting:** In this step, goal setting theory can be applicable because it emphasizes the importance of challenging goals in motivation linking with the performance management phase. For example, SainCo is a traditional family-run business and its objective is to modernize the management of the performance. To do so, establishing SMART objectives may be a good idea for the company. For example, setting the goal to improve 15% sales in the next quarter for the department of Sales, reduce the compliance of the customers, decrease production time by 10% in the next quarter, etc., and enhance competitiveness from the other marketers.
- **Regular monitoring and feedback:** To enhance the goals of the business, regular feedback and monitoring of the employees is necessary. SainCo should implement the continuous feedback system, perhaps through digital platforms such as Performance Pulse, FeedbackLoopPro, and AchieveTrack360 as well as regular team meetings. These can help to track the ongoing progress of employees. For example, utilize the weekly check-ins where employees and managers discuss solutions, challenges, and achievements to foster regular growth and communication culture. Job Characteristics Model developed by Hackman and Oldham can be useful because it helps in designing jobs that offer task identity, feedback, significance, and skill variety to enhance performance and motivation.
- **Performance appraisal:** SainCo should provide performance appraisal to employees for their performance progress. To do so, quarterly reviews will focus on the development of skills, and achievements, and linking future objectives with changing needs of the market (Armstrong, 2022). This can ensure a dynamic approach to evaluate the performance.
- **Development planning:** In this step, the company should encourage the collaborative development plan wherein employees participate in finding professional aspirations and skill gaps which is crucial. For instance, developing personalized plans of

development, mentorship opportunities, training programs, and access to online courses e.g., LearningHub360 that tailor the development needs of employees can be beneficial to enhance organizational goals.

- **Reward and recognition:** For the management of performance, reward, and recognition are a must to inspire the employees for their work through celebrating their outstanding performance (Armstrong, 2017). Introducing the ‘Employee of the Month’ award, a public acknowledgment in the meetings of the team, and a bonus can motivate and encourage the excellence culture of employees to work effectively.

PM (performance management) in small/ large organizations

PM is a small organization

- **Informality and flexibility**
 1. **Less format structure:** In smaller companies, PM tends to become more flexible and informal because of fewer hierarchical levels. Further, the decisions can be made in small organizations quicker as there are fewer layers of required approval.
 2. **Adaptability:** Teams in small companies often have more flexibility to implement changes in the requirements of customers, direction, and scope of the project without extensive processes of bureaucratic.
- **Direct communication**
 1. **Close collaboration:** The team can work closely which allows them to do more frequent and clear communication. This also facilitates quicker alignment and problem-solving towards the goals of the project (Hutchinson, 2013).
 2. **Personalized approach:** Develop the strategies of the project management which might be more personalized with the managers having individual team members' weaknesses and strengths deep understanding.

For example, SainCo is a smaller store and the CEO or manager of this company can use a personalized approach to communicate directly with the small teams understand their needs, and assign the tasks accordingly. Job Characteristics Model can be applicable in which the skill of employees can fit, and task roles can be assigned, contributing to the success of this store

PM is a large organization

- **Structured processes**

1. **Formalized systems:** Larger companies often have performance management methodologies utilizing PRINCE2 and PMBOK processes. These frameworks give the guidelines for project execution, closure, planning, and initiation.
 2. **Technological integration:** Larger organizations also tend to use advanced tools of project management like TaskTrac360, and GlobalProjex, and software for data reporting, collection, and analysis. Such tools support to management of complex projects across diverse locations and teams.
- **Hierarchical decision making**
 1. **Complex hierarchy:** It includes the processes of decision making which might include approvals of many layers that can sometimes slow down the overall progress of the project (Pulakos and Battista, 2020).
 2. **Specialized roles:** In large setups, the teams of the project may consist of particular roles because of the project's complexity and scale. This labor division allows for specific expertise but can also develop issues of communication.

Performance appraisal approaches

The approaches of the performance appraisal that can be used by SainCo to appraise its employees for their work and performance are defined below:

Traditional methods: The traditional methods are used by the company to evaluate the employees as per the predefined criteria. Under the job characteristics model, these criteria can be related to job-specific competencies and skills like communication skills, problem-solving capabilities, and proficiency of technical as well as performance goals, behavioural competencies, punctuality & attendance, work quality, adherence to organizational culture and values, and feedback of customers (Rees and Smith, 2021).

- **Pros:** This method helps to evaluate the predefined criteria, compare easily the employees, and offer feedback to them as per their performance. For example, SainCo's sales department can use this method for measuring clear performance of the employees and organization.
- **Cons:** This method can be affected by evaluator judgment, might not track holistic performance, and lacks reliability being misleading interpretation.

360 Degree Feedback: This includes feedback from many sources like subordinates, peers, and managers. At this stage, Hofstede's culture dimensions theory can be applicable. By using

this theory, the managers and CEO of the company can ensure diverse input and perspectives from many hierarchical levels along with respecting differences of culture within the process. This approach can also help to foster an inclusive and supportive environment of the work along with enhancing adaptability of culture and self-awareness among employees.

- **Pros:** This approach can offer multiple perspectives, encourage personal development and self-awareness, and foster better relationships among members of the team (Torrington *et al.*, 2014).
- **Cons:** It is complex for implementation and it can also be biased. For providing feedback regarding their performance, SainCo can face issues in implementation for a long time with needing extensive resources.

Behaviorally anchored rating scales: These combine the quantitative and qualitative components by aligning them with the particular behaviors to the ratings of the performance. From the corporate office purpose, SainCo can use this method by considering Herzberg's Two Factor Theory, in which the HR department utilizes BARS to align behaviors with the satisfaction of the job. This method has an important role in establishing a link between motivational factors like intrinsic motivation, job satisfaction, and others positively influencing performance.

- **Pros:** The pros of this factor are related to evaluating and recognizing achievement behavior that links with the achievement and recognition motivators. BARS adoption can also be useful to enhance the satisfaction of the job among employees who value such factors more and even contribute to increasing workforce motivation levels (Chartered Institute of Personnel and Development, 2014).
- **Cons:** The main challenges of this model include development and implementation issues, possible incomplete coverage, and subjectivity in measurement.

Organizational and employee concern

Organizational concern, strategy, strategic goals, line management support

Organizational concern

Transitioning from the traditional autocratic style to modern practices is the main organizational concern of SainCo. This longstanding approach to management has been developed in the traditional autocratic style which is characterized by centralized hierarchical control and decision making. This management offers swift clear direction and decision-

making shows challenges in workforce empowerment. Employees find limited avenues to offer feedback, take ownership, and contribute ideas to their work (Sinambela, Darmawan and Mendrika, 2022). In addition, communication also tends to flow at the hierarchal level when communicating with seniors so it may affect the open dialogue and ideas exchange among organizational different levels.

SainCo recognizes the imperative to shift towards the modern and participatory practices of management. The desired shift includes decentralizing processes of decision-making, empowering people by giving them opportunities to influence decisions, and even enhancing required skills for their work (Chartered Institute of Personnel and Development, 2016). Emphasizing channels of open communication, continuous improvement culture, and mechanism of feedback standards transition central idea. To address this, it is necessary to organize leadership programs of training geared towards mentoring, promoting a supportive approach to management, and coaching.

Strategy

The strategy of this would be ***embracing modern performance management***. This strategy shift signifies a departure from the methods of conventional appraisal of performance towards the employee-centric and holistic framework that emphasizes the development and engagement of employees and continuous improvement. The modern management practices of performance signify a departure from once-a-year and rigid reviews of performance to more ongoing and frequent evaluations that prioritize regular dialogue and feedback (Cunneen, 2006). By embracing management strategies of modern performance, the company cultivates an environment where the employees are motivated, engaged, and empowered.

Strategic Goals

- **Enhanced competitiveness:** By linking performance management with modern practices, SainCo aims to enhance the engagement of employees, innovation, and productivity to foster competitive benefits in the retail market. This approach ensures that employees are aware of expectations and have the required support to meet and exceed them to bring more productivity to an organization. Embracing modern management of performance includes fostering an environment conducive to innovation. Encouraging idea-sharing, creativity, and risk-taking become performance culture parts (Purcell, Rinnie and Hutchinson, 2003). In addition, by including employees in decision-making, valuing their work, and giving growth opportunities,

the company develops a workforce which is not only involves the workers also linked with the company mission and vision.

- **Cultural transformation:** SainCo's shift towards an empowering and participatory approach signifies a wider transformation of culture. This transition entails many facets aiming from a top-down, and rigid autocratic style to a collaborative, open, and improving culture continuously. The company should also concentrate on fostering open channels of communication where concerns, feedback, and ideas can flow freely contributing to an inclusive and transparent environment (Suša Vugec, Ivančić and Milanović Glavan, 2019). Further, collaboration and empowerment signify a shift of culture where decision-making becomes decentralized, promotes collective problem-solving, and even fosters collaboration. In the continuous improvement, employees are also encouraged to share knowledge and be involved in the ongoing enhancement of skills, and growth opportunities linked with company objectives and personal development.

Line management support

- **Training and development:** Giving training sessions that concentrate on communication, conflict resolution, and coaching skills equips managers with the required tools to facilitate discussions regarding ongoing performance. The training aims to shift their mindset from being evaluators to becoming growth facilitators and mentors. Ensuring managers are well know about the technical aspects of a new management system of performance. This involves software implementation for goal setting, feedback, and tracking of performance.
- **Communication and engagement:** Including line managers in a process that is required to support the management approach of new performance, and secure their commitment. Conducting seminars, town hall meetings, and workshops to discuss the rationale behind the change, the advantages it brings to the company, and the manager's expected role (Hendri, 2019). Addressing such concerns transparently, seeking their input, and giving solutions in refining the strategy of implementation develops buy-in and confidence. Further, creating a feedback mechanism where managers can suggest improvement areas in relation to the management approach of new performance.

Employee concerns

- **Fear of change and uncertainty:** Sometimes employees may feel anxious about a shift which can impact their job security, evaluations, and roles. To address them, it is necessary to conduct communication sessions to know individual roles in the project.
- **Perceived fairness and transparency:** Employees might worry about the new system of transparency and fairness especially in how evaluations are done and rewards distributed. To address this, SainCo should offer the new systems transparent and fair evaluations by outlining criteria, emphasizing the assessment nature, and incorporating many sources of feedback.
- **Impact on work-life balance:** Concerns in relation to time demands for the reviews of the performance, increased workload, and others. To deal with them, it is necessary to provide regular feedback to reduce surprises during formal reviews and ensure that discussions of the performance are integrated into the existing flow of the work instead of burdens (Alicke *et al.*, 2020).

Employee engagement and employee involvement

Employee engagement- passively engage

Definitions

Employee engagement refers to the employee's engagement and emotional commitment towards the business of the company. In the case of SainCo, it includes passion, enthusiasm, and dedication of employees exhibit towards their work contributing to fostering a positive culture of the work and success of the company.

Steps/ process/ procedure

In the case of SainCo, addressing employee engagement passively aimed at fostering their enthusiasm and emotional commitment towards the organizational goals.

- **Identification and assessment:** HR conducts assessments and surveys to find employees' passive engagement signs. These signs may show decreased productivity, lack of enthusiasm in meetings, and limited collaborative activities participation (Vijayalakshmi *et al.*, 2022). These activities may help the company HR managers explore the career aspirations, barriers, and roles that might they face while performing their work.
- **Feedback and open communication:** Individual meetings are conducted to know the reasons behind employee passive engagement. Employee passive engagement provides

a platform to express their ideas, feedback, and concerns in a non-judgmental and safe environment of the company. This also increases trust allowing to development of effective solutions and addressing barriers hindering active engagement under the framework of performance management.

- **Goal alignment and clarity:** SainCo's objectives should be clear for the employees. For example, the main objectives of this company would be related to developing an effective environment for employees, shifting from an autocratic management style to a participative approach in order to build continuous improvement, collaboration, and openness culture, developing their skills to align with company success and leverage motivate and engaged employees to enhance competitive edge (Douglas, 2021).
- **Feedback incorporation:** Act on the given feedback by employee engagement passively. The HR department of SainCo needs to be clear regarding the skills development, and expectations to address the concerns of the employees along with demonstrating that feedback is actioned and valued upon.
- **Continuous engagement efforts:** Continuously involve the engaged employees passively through personalized plans of development, opportunities for mentorship, and regular check-ins. Such activities can help to gradually foster increased participation.

Techniques to engage employees, motivation theories, and their implementation

Techniques to engage employees

- **Job enrichment:** Redesign the roles of the jobs to involve varied activities, authority of decision-making, and granting autonomy. For instance, the employees from operations in the projects of cross-departmental foster a significant sense in their role, and even give opportunities for the enhancements of their skill.
- **Recognition programs:** These include a scheme of recognition acknowledging contributions. This program is helpful to inspire the workers and even foster encouragement and value towards the organizational goals (Murphy, 2020).
- **Regular channels of feedback:** This is the best technique for engaging the employees in the business. In this area, it is necessary to develop mechanisms of regular feedback. For instance, organizing check-ins monthly to discuss improvements and issues enables concerns about the voice along with fostering the involvement and belongingness sense.

Maslow's Hierarchy of Needs

- **Physiological needs:** SainCo should ensure proper breaks, a comfortable environment of working, and fair wages. By addressing such needs, the company ensured that employees are not stressed about the basic needs of survival allowing them to give more concentrate on the work (*Taken from week 3, slide no. 9*).
- **Safety needs:** The company needs to give security towards the job, a safe workplace, and transparent policies. Ensuring that a stable environment of job supports employees to feel committed and secure towards the organizational goals.
- **Belongingness and love need:** The company needs to foster a team-oriented culture, organize activities of team building, and encourage collaboration. By developing a camaraderie sense among employees, the company can easily increase belonging feeling and even inspire the engagement of the employees toward the organizational objectives (Anwar and Abdullah, 2021).
- **Esteem needs:** Recognize the achievements and also give skills enhancement opportunities to employees to foster their career progression chances. In this need, SainCo should also offer prospects of the employees' growth in an organization and acknowledge their accomplishments to satisfy the self-worth and recognition requirements among employees.
- **Self-actualization needs:** Give avenues for autonomy in work, personal growth avenues, and creativity. By encouraging employees to explore new ideas, contribute towards the organizational objectives, and innovation of employees linking personal aspirations with the overall success of the company.

Herzberg Two Factor Theory

Hygiene factors implementation

- **Fair compensation:** SainCo can ensure fair wages, incentives, and benefits linked with the standards of the industry. This overcomes dissatisfaction stemming from feelings of being undercompensated.
- **Conducive work environments:** The organization can invest in comfortable facilities, a supportive culture, and ergonomic workstations to overcome stress factors in relation to the physical workplace (*week 3, slide no. 11*).
- **Security of job:** Giving stability through performance expectations, transparent paths of career, and clear descriptions of the job alleviates anxieties in relation to the insecurity of the job (Kenedi, Satriawan and Khaddafi, 2022).

Motivational factors implementation

- **Recognition:** Adopt the programs of recognition acknowledge workers' contributions publicly, and even foster the organization's value and achievement sense.
- **Career advancement:** Offering effective opportunities for boosting career succession chances including mentorship opportunities, training programs, and promotions motivates the employees to contribute and engage in the company activities more.
- **Autonomy and creativity:** Empowering the employees in operations and developing decisions within roles, involving employees in the processes of decision-making, encouraging innovative thinking, and even fostering ownership sense.

Process theories implementation

- **Clear and achievable goals:** Engage passively engaged employees in the operations along with fostering commitment and ownership sense to enhancing the company goals.
- **Linking rewards to performance:** Create a system based on performance where the achievements tied to the objectives set by the employees are rewarded and acknowledged. This not only motivates the employees but also reinforces the expectancy that will be rewarded and recognized fairly (*week 3, slide no 16*).
- **Ensuring equity in distributions:** Fairness maintenance in the recognitions and rewards distribution ensures that employees perceive fairness in how rewards are allocated as per their performance (Barbosa *et al.*, 2022). In this area, the employees also ensure that they feel respected and valued for their contributions further inspiring their engagement.

What is the current level of engagement?

The current level of engagement appears across many departments such as operations departments and IT departments. In the operations department, the employee's engagement has displayed signs of reduced engagement. The reason behind this is limited growth opportunities and unclear expectations of the role. In the IT department, the role of employees exhibits a passive approach. He fulfills the needs of the job but also displays limited involvement beyond quick tasks showing a lack of proactive engagement.

Employee involvement- actively engage

Definitions

The engagement of employees signifies employee's contribution and active participation in creating direction of the company as well as resolving problem-solving and decision-making processes (Francis, Zirra and Mambula, 2020). In this company, it pertains to the degree to which employees are inspired to share ideas, play a part in the process of decision-making and growth of the company, and be involved in discussions.

Steps/ process/ procedure

In the case of SainCo's transition towards the management of modern performance, and fostering the involvement of employees contributing to the process of organization and decision-making. Here are the steps included in this context are defined below:

- **Creating open channels of communication:** This step is useful for involving the employees in an organization. By relating this to the case of SainCo, the HR team initiates regular hall meetings where the employees in other departments, for example, in the marketing department are encouraged to share their concerns and ideas in relation to the management system of the new performance. Such forums also serve as platforms for sharing ideas and even foster open discussion.
- **Developing involvement opportunities:** SainCo introduces the project of cross-departments to address issues in relation to the evaluation of the performance. The HR department initiates the development of the groups comprising the representation of the individual in many departments such as finance, customer service, marketing, and operations (Tarigan *et al.*, 2021). The company is also focusing on leveraging operational knowledge provided information on how the procedure of operation impacts the metrics of the performance. Their inputs insights into how the considerations of a budget impact the overall goals of the performance.
- **Encouraging collaborative decision-making:** For the involvement of employees, this step is also useful, for example, in the case of SainCo, during the team meetings of the company, the managers include more members of the team. In the meeting, the employees closely collaborate to enhance the company goals. This involvement also ensures collective commitment and ownership enhancing such goals.
- **Implementing employee feedback mechanisms:** To involve employees, SainCo introduces digital platforms such as FeedbackHub where employees like customer

services can give ongoing feedback on the new performance management system's effectiveness.

- **Recognizing and valuing contributions:** The company appreciates and acknowledges contributions from the involved employees but showing their innovative recommendations during the review meetings of the performance, and reinforces the active involvement value (Mullin *et al.*, 2021). In this area, the company can propose improvements in relation to the processes of the supply chain and logistics management, reinforce the direct correlation between departmental and contributors' enhancements, ensure public acknowledgment, etc.

Techniques to engage employees, motivation theories, and their implementation

Techniques to engage employees

- **Cross-Departmental Projects:** In this part, SainCo should concentrate on introducing initiatives where employees like finance and operations collaborate on cross-departmental projects. This may encourage enhanced teamwork, foster collaboration and ownership sense, and diverse perspectives towards the common objectives.
- **Action-oriented discussions:** Encourage regular meetings of the team concentrated on problem-solving and brainstorming. Actively involving employees in proposing solutions fosters engagement as their inputs impact the improvement process and even decision-making.

Motivational Theories implementation

- **Job Characteristics Model:** It includes redesigning the roles to involve feedback, autonomy, identity of task, and variety of skills. This also includes the employees in challenging yet fostering higher involvement and meaningful tasks through increased autonomy and responsibility (Agustina *et al.*, 2022). For instance, involving employees in the projects of cross-functional inter-departmental collaborations expands their roles beyond the daily tasks giving the accomplishment and challenge sense (*Week 4, slide no. 14*). It also includes empowering the employees with the authority of decision-making within their defined roles. Further, by granting autonomy in encouraging the regular loops of the feedback, and execution of the task they feel ownership sense and the capability to refine their work as per the constructive input along with fostering higher commitment and engagement to their responsibilities.

- **Expectancy theory:** By implementing this theory, SainCo can engage the employees more actively in setting achievable, challenging, and specific goals linked with their respective objectives of the departments. In this theory, the company should also provide the employees with required support and resources ensuring clarity on how their contributions influence the success of the business. In terms of linking efforts to rewards, the company can also develop a direct correlation between the efforts of employees and desired results. For instance, the employee process improvement adoption to recognize innovative solutions during meetings of team, reinforcing connection between organizational and efforts success, and others.

What is the current level of engagement?

The current engagement level within SainCo is related to considering the operations department and even the participation in the collaborative efforts showing decreased involvement and waning enthusiasm. The IT department meets the requirements of the job and the limited involvement in the initiatives of the wider company embraces the challenges in terms of teamwork and productivity (Agustina *et al.*, 2022). This shows the disengagement level of the employees.

Recommendations for short and long-term

Short term- what to do in the next 1 year

Summaries previous suggestions/solutions

- **Job redesign and recognition:** It includes immediate enrichment of job and recognition initiatives. In this area, redesign roles to empower employees and grant autonomy and authority in decision making ensuring quick involvement. It also includes recognition initiatives in which the company should focus on adopting the recognition program acknowledging contributions along with reinforcing active engagement value, and innovative ideas regularly.
- **Skill development and feedback loops:** This includes skill enhancement initiatives and regular channels of feedback. In this solution, SainCo should offer sessions of skill development and provide opportunities in IT to learn about new techniques and reignite employee engagement and interest. Further, the company should also develop check-ins regularly to discuss improvements and challenges (Mullin *et al.*, 2021). This also involves fostering involvement and belonging sense and encouraging participation actively.

- **Clarity in career paths:** This outlines the clear paths of advancement and involves employees in discussions about potential growth opportunities. This is helpful to prioritize redesign of the job, recognition programs, feedback mechanisms, and skills development to passively engage the employees for enhancing the organization's growth.

Show how those solutions are connected with the strategy/strategic goals

The short-term solutions proposed by SainCo link with the strategic goals of the company of enhancing the transformation of the culture and competitiveness. Further, quick efforts of the job redesign also coupled directly to reinforce cultural shift within the company by fostering an appreciation climate and empowering employees for their contributions. Further, the initiatives of skill development and regular feedback channel development align with the competitiveness strategy (Mullin *et al.*, 2021). By encouraging continuous collaboration and improvement with employees, the ability of the company remains competitive and innovative in the market. Further, initiating discussions of careers not only reinforces the shift of the culture by emphasizing transparency and openness along with aligns with competitive strategy by inspiring employees to meet the business goals.

Long-term- what to do in the next 3 to 5 years

Summaries previous suggestions/solutions

- **Continuous job enrichment and recognition culture:** For the next 3 to 5 years, SainCo needs to concentrate on evolving roles to maintain the engagement of the employees and foster an appreciation culture along with reinforcing recognition to scale and sustain across all company departments like IT, HR, sales, and others.
- **Ongoing development of skill and feedback mechanisms:** Wider programs of skill enhancement for continuous learning. It also includes institutionalizing robust loops of feedback across the company and ensuring continuous culture improvement.
- **Career path clarity and employee empowerment:** It is used to deepen career path discussions along with offering prospects of growth. In this session, the company should also empower the employees with the authority of decision-making, active involvement, and encouraging autonomy (Douglas, 2021).

Show how those solutions are connected with the strategy/strategic goals

The long-term recommendations for SainCo harmonize with the strategic goals of ensuring driving transformation of culture and competitiveness. Sustaining initiatives of job enrichment

and reinforcing recognition culture link with the strategic goals of the company for the transformation of the culture. In addition, robust feedback mechanisms and programs of skill development resonate with the competitiveness strategic goal. Such initiatives ensure an adoptive and skilled workforce and foster innovation to pursue the market relevance of the company. Further, the company should also focus on strengthening the development of the career of employees to bolster cultural shifts by emphasizing growth and transparency prospects directly link with cultivating an engaged workforce and empowering employees.

Conclusion

The report has found that modern performance management is required for the transformation of the company it also concentrates on fostering a participatory culture, enhancing the engagement of employees, and linking such efforts with the organization's strategic goals. The report has also found that Maslow, Hertzberg, job characteristics model, process theories, expectancy, goal setting, and equity theories are useful theories to know about the needs of the employees, their challenges, and others. By using them, the company can receive the idea of how it can satisfy the requirements of the employees, and retain them within the business to foster the sales and overall productivity level. Furthermore, there are some limitations or weaknesses found throughout this report that impact the company's performance management activities. These limitations or weaknesses are related to a lack of specific metrics, lack of employee input, absence of clarity in the work, limited risk assessment, lack of cost-benefit analysis, and complexity in the presentation. By focusing on them, the company can enhance the applicability and quality of the report.

References

References from lecture notes

Armstrong, M., (2017), 'How can we fix performance management?', People Management Online, 23 November, www.peoplemanagement.co.uk; accessed 26.01.2018)

Armstrong, M., (2022), 'Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Performance Leadership', 3 ed. London: Kogan Page.

Chartered Institute of Personnel and Development (2014a), 'Factsheet: Performance Management an Overview', CIPD (www.cipd.co.uk; accessed 23.12.23).

Chartered Institute of Personnel and Development (2016a), 'Podcast: wearable technology', 3rd May, CIPD (www.cipd.co.uk; accessed 23.12.23)

Chartered Institute of Personnel and Development (2017a), 'Updated by Gifford, J. Factsheet: Performance Management: an Introduction', CIPD (www.cipd.co.uk; accessed 23.12.23)

Cunneen, P., (2006), 'How to improve performance management, People Management, 12 January, 12(1), pp.42–44.

Hutchinson, S., (2013), 'Performance Management. 1 ed. London: CIPD - Kogan Page.

Pulakos, E. D. and Battista, M. (2020), 'Performance Management Transformation: Lessons Learned and Next Steps', New York: Oxford University Press.

Purcell, J., N. Rinnie, S. and Hutchinson, (2003), 'Open minded, People Management, 9(10), pp.31–33

Rees, G. and Smith, P. E. (2021), 'Strategic Human Resource Management: An International Perspective. 3 ed', London: SAGE Publication.

Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2014), 'Human Resource Management', 9 ed. Harlow: Pearson Education Limited.

External sources references

Agustina, R., Yusuf, M., Sutiyan, O.S.J., Ardianto, R. and Norvadewi, N. (2022) 'Employee Performance Mediated Quality Of Work Life Relationship Satisfaction On The Job And Organizational Commitment'. Available at: <https://repository.uinsi.ac.id/bitstream/handle/123456789/2624/Employee%20Performance%20Mediated%20Quality%20Of%20Work%20Life.pdf?sequence=1>

Alicke, K., Dumitrescu, E., Leopoldseder, M. and Schlichter, M. (2020) 'How great supply-chain organizations work', *McKinsey & Company*. Available at: <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Operations/Our%20Insights/How%20great%20supply%20chain%20organizations%20work/How-great-supply-chain-organizations-work.pdf>

Anwar, G. and Abdullah, N.N. (2021) 'The impact of Human resource management practice on Organizational performance', *International journal of Engineering, Business and Management (IJEEM)*, 5. Available at: https://aipublications.com/uploads/issue_files/4IJEEM-FEB202141.pdf

Barbosa, A.D.S., Bueno da Silva, L., de Souza, V.F. and Morioka, S.N. (2022) 'Integrated Management Systems: their organizational impacts', *Total Quality Management & Business Excellence*, 33(7-8), pp.794-817. Available at: <http://www.ct.ufpb.br/lat/contents/publicacoes/artigos/integrated-management-systems-their-organizational-impacts.pdf>

Douglas, S. (2021) 'Building organizational resilience through human capital management strategy', *Development and Learning in Organizations: An International Journal*, 35(5), pp.19-21. Available at: <https://commons.erau.edu/cgi/viewcontent.cgi?article=2721&context=publication>

Francis, F., Zirra, C.T.O. and Mambula, C.J. (2020) 'Reward system as a strategy to enhance employees performance in an organization', *Archives of Business Review*– 8(6). Available at: https://www.researchgate.net/profile/Felix-Francis-3/publication/342765071_Reward_System_as_a_Strategy_to_Enhance_Employees_Performance_in_an_Organization/links/5f05863392851c52d62079e6/Reward-System-as-a-Strategy-to-Enhance-Employees-Performance-in-an-Organization.pdf

Hendri, M.I. (2019) 'The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance', *International Journal of Productivity and Performance Management*, 68(7), pp.1208-1234. Available at: <https://feb.untan.ac.id/wp-content/uploads/2020/07/24.pdf>

Kenedi, J., Satriawan, B. and Khaddafi, M. (2022) 'The effect of organizational culture on employee performance', *International Journal of Educational Review, Law and Social*

Sciences (IJERLAS), 2(6), pp.817-826. Available at:
<http://radjapublika.com/index.php/IJERLAS/article/download/443/388>

Mullin, A.E., Coe, I.R., Gooden, E.A., Tunde-Byass, M. and Wiley, R.E. (2021) November 'Inclusion, diversity, equity, and accessibility: From organizational responsibility to leadership competency', In *Healthcare management forum* (Vol. 34, No. 6, pp. 311-315). Sage CA: Los Angeles, CA: SAGE Publications. Available at:
<https://journals.sagepub.com/doi/pdf/10.1177/08404704211038232>

Murphy, K.R. (2020) 'Performance evaluation will not die, but it should', *Human Resource Management Journal*, 30(1), pp.13-31. Available at:
<https://journals.sagepub.com/doi/pdf/10.1177/08404704211038232>

Sinambela, E.A., Darmawan, D. and Mendrika, V. (2022) 'Effectiveness of Efforts to Establish Quality Human Resources in the Organization', *Journal of Marketing and Business Research (MARK)*, 2(1), pp.47-58. Available at:
<https://ejournal.metromedia.education/index.php/mark/article/download/43/53>

Suša Vugec, D., Ivančić, L. and Milanović Glavan, L. (2019) 'Business process management and corporate performance management: Does their alignment impact organizational performance', *Interdisciplinary Description of Complex Systems: INDECS*, 17(2-B), pp.368-384. Available at: <https://hrcak.srce.hr/file/323662>

Tarigan, Z., Mochtar, J., Basana, S. and Siagian, H. (2021) 'The effect of competency management on organizational performance through supply chain integration and quality', *Uncertain Supply Chain Management*, 9(2), pp.283-294. Available at:
http://m.growingscience.com/uscm/Vol9/uscm_2021_20.pdf

Vijayalakshmi, N.S., Lourens, M.E., AGYEI, I.T., Cotrina-Aliaga, J.C., Chabani, Z. and Hasan, A. (2022) 'Role of Internet of Things (IOT) to improve overall recruitment and manpower management system of an organization', *International Journal of Mechanical Engineering*; 7(1). Available at:
https://openscholar.dut.ac.za/bitstream/10321/3772/3/LourensRole_2022.pdf