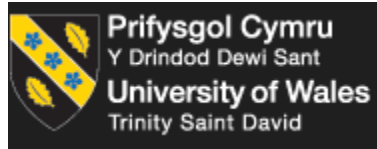


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1 Abstract

This report is about the sainco organization, while analyzing the sainco we found that sainco is following the traditional method and they need to adapt to modern technology. The main aim of this report is to analyze the sainco and provide a suggestion for the sainco, as the sainco is trying to get a permanent place in the market, they can use digital technology in marketing and sales.

Digital marketing promotes the brand name, and it helps to attract more investors to sainco. For the performance management and employee engagement to analysis the sainco, found that the sainco has poor employee engagement and strategic performance. To improve performance management and employee engagement sainco can use the 360-degree feedback system and expectancy theory of motivation. These two can be used to improve employee engagement and performance management.

2 Introduction

In this report, we are going to discuss performance management and some suggestions for the sainco. In this report, we are going to use swot for external analysis and other performance appraisal methods like 360' degree feedback model, balance scorecard and etc., for the improvement of performance, motivation must be present because it gives a boost to the employees and makes employee's commitment more towards the organization. After all the analysis we are giving some suggestions to sainco, as sainco is a traditional family business in the retail sector, we are providing ways and improvements to adapt sainco to the modern world.

3 Internal analysis

Analyzing the sainco organization structure and finding the ways to improve the organization. For that we are going to use the SWOT analysis

3.1 SWOT

3.1.1 STRENGTH

It will help the HR to identify the strength of the organization, it also describes particular field, the organization is having strong or enough resource in that field.

3.1.2 WEAKNESS

It helps identify, where the fault is happening, or which process is not followed. This will help to identify the problem and provides a way for improvement of the performance.

3.1.3 OPPUTUNITIES

This identify the other opportunities for the organization, like tie up with other small company to deliver the product and thus brand name will be explored widely. It helps the organization to improve.

3.1.4 THREAT

It will help to identify, how far the organization growth, because if the organization is growing in the market, it will attract other organizations towards other organizations. And more competition will increase in the market, and it will give counter measures to face the organization.

3.2 SWOT analysis for sainco

STRENGTH- HIGH • The organization field retail sector • Because this sector will only have sales daily and we expect minimum profit, but the certain retail sector will have sales daily like supermarket shops and departmental stores • It is a family-run business	WEAKNESS-high • They are following the traditional method and they need to adapt to modern environment • Their management style needs to be changed, as they are following the autocratic management • They are not considering the employee as part of the team. • They need to adapt to digital marketing to
OPPORTUNITIES- medium • Opportunities are medium • They are having opportunities in related fields but not high • They can enter the manufacturing or production sector but not related to the industrial sector they are having scope in the retail sector. • If they are hoping for the industrial sector, they can tie up with the food industry.	THREAT- high • As for the retail sector they have high competition in the market • Threat will be high if the place chosen by the organization is correct • They will have more competition in retail market

4 Performance management

sainco is a traditional family business and as they are aiming for the other level, they need to improve the performance of the company and to improve the performance of the, they need to adapt to the

modern strategy. To improve the performance of the employee there are many ways like motivation, providing benefits, respecting the employee, and considering them as a part of the team

mostly the performance is increased by the reward system and benefits to the employee, but the basic needs and expectation is respect and considering them as part of the employee. The performance can be increased by simple ways like, after the work done by the employee the work should be noted and feedback about the work given to employee and the feedback should be positive. After giving feedback to employees, it results in happiness of the employee. As the work is noted the employee will have the satisfaction that his work is noted and he got some good feedback from the employer, at this point the employee commitment towards the organization will increase and eventually the performance also increases.

5 Factors affecting performance management

Even though there are counter measures to improve the performance there are some factors that will indirectly and directly affect the organization

5.1 Culture

Some of the organizations are following some culture and the organization will have some respect towards the culture. The culture may vary like dress culture or communication or communities and so on

If there are people or the employees are not accepting or not considering people from other communities and not giving respect to other employees who are from a different culture, it will impact the organization in a negative way.

The organization must follow some culture like dress culture or dress codes, while working in the company each employee is wearing their costume it results and in most of the organization they will follow some dress code, dress code shows that all are same in the working environment and to maintain the diversity and equality in the workplace.

5.2 Organisation structure

Sometimes if the organization structure is poor as a result the performance will be also poor, it means the organization may not be updated to the current, which means they have not adapted to digital technology. If the organization is following the manual or old technology, it will cost more time and more manpower.

5.3 Job design

Some employees will be not satisfied with their job role, in that case the employer can identify the skills of the employee and provide a suitable role for the employee that will help to improve the performance

In other case, the employee might not have suitable workplace and tools to do the work, the employer only needs to find out the problem with the employee and rectifying the problem without hurting others.

5.4 Teamwork

In any kind of organization, the teamwork must be important, because the single man performance cannot improve the whole organization, but the teamwork can improve the organization. If the teamwork is absent in an organization, they can't bring success to the organization.

6 Strategic performance management

It is defined as, the strategy followed by the company to become successful in the market

The sainco is following the autocratic management system as strategy, in this autocratic management system the employer won't consult with the employees for the improvement of the organization and the employer will implement strategy to improve the performance. This autocratic management system won't bring any change in performance in positive way, but it can decrease the performance of the organization.

7 Balance scorecard

It is used to set the performance strategies for the organization to improve the performance and achieve the organization's goal, it is the simplest way to set performance strategy for the organization

The balanced score card is used in different industry to identify and analyze how the balance score card and the results shown that the balance score card has positive reviews and it provides the systematic structure of the organization which will be helpful to improve if the fault is identified and rectified thus the organisation performance is improved. (Hasan & Chyi, 2017)

Balance score card is simplest tool for the performance appraisal but it has many advantage, the results show that it can able to remember the organizational goal and it conveys to organisation and employees to remember the performance are need to achieve the organizational goal, it gives clear structure of the organisation so it strategic plan can be implemented to improve the performance (Quesado, 2018)

As the balance score card is simple and easy to understand they are used in al the organisation and sectors, while thinking in another method it can also use in the hospitality and tourism and it will define clearly the gap between the organisation goals and organisation performance (Fatima & Elbanna, 2020)

It has four stages to achieve the organisation goal and perspective

- Financial perspective
- Customer perspective
- Internal perspective
- Learning and growth perspective



7.1 Financial perspective:

For running the organization, the financial source is the main resource, it must be maintained and monitored periodically

To promote the business to another level the investment at initial should be high and later on, after getting profit it can be recovered, to increase the financial resource, the investor should invest in that organization, and to attract the investor, the organization should prove their brand in the best in the market and then automatically investors will increase

For sainco, the traditional business should be promoted, for the business should be promoted they should follow the best marketing strategy. For the best marketing strategy, the sainco can use the digital marketing to promote their business.

7.2 Customer perspective

According to the customer perspective, the organization should satisfy the customer

Sainco is a retail organisation, they can easily attract the customer by providing some benefits to the customer. Sainco can attract the customer by introducing membership card, discount for the customer. Before introducing the membership or discount, they need to attract the consumer in their locality and then promoting the business will be successful.

7.3 Internal perspective

In internal perspective, the employees are responsible for the growth and the organisation is depend up on the employees, to improve the performance of the organisation, the employee work must be noted and feedback about the work must be given in positive manner then result is, the employee commitment towards the organisation will increase and mostly the employees were expecting the flexibility and respect in the work environment.

7.4 Learning and growth perspective

The growth of the organization depends up on the employee and customer, if both the employee and the consumer are satisfied enough, the growth of the organization will increase eventually increase. But before that, the organization needs to hire a person who fits that job then only the growth of the

company will be made possible. After hiring the employee, the employer must provide training to new employees, and also the growth of the company depends upon the brand name, if the brand name is enough to attract the customer, then the business will grow eventually. Finally, the growth can be analyzed by the financial growth and if the profit is increased then we can assume that company performance and growth are increased.

7.5 Advantage of balanced scorecard

- Provides clear structure and idea to business strategy.
- Communication become lot easier.
- Make the employee commitment more to organizational goals.

7.6 Disadvantage of the balanced scorecard

- It must be tailored to the organization.
- It needs buy-in from leadership to be successful.
- It can get complicated.

8 Psychological contract and performance

It is defined as, by creating the psychological contract and improving the performance of the company

A psychological contract means, the contract will attract the employee, made the employee belief that they are the part of the team. The contract must bring the trust to the employee and mostly the employees are attracted towards the contract by the benefits and pay and other benefits, it boosts the employee and made them to increase the performance of the work.

The performance appraisal purpose and Psychological contract have good impact for the one generation but the same impact was not seen in another generation which means that the some of the generation are not aware and they just need a support to improve themselves but the other generation of the people they might have the potential but they don't want themselves to commit towards the organisation. (Eyouun, et al., 2020.)

the study made to analyze psychological contract breach (PCB), person–organization fit (P–O fit) and high-performance work system (HPWS) on employee engagement, the result shown that psychological contract breach (PCB) and person- organization fit has negative effect on the employee engagement (Lv & Xu, 2018)

9 Performance appraisal

It is defined as reveling or continuously monitoring the performance strategy or in simplest form, monitoring the performance strategy and guiding them in the right way to reach the organization goal. There are many models that can be used as performance analysis. We are going to discuss some of the theory below

The performance appraisal is the most important factor that will give clear idea about the employee performance, the performance appraisal is the mandatory job and also time consuming and unpopular task in the management system the results shows that that appraisals are informative and directly influence many dimensions of employee outcomes, including employee bonuses, merit pay, employee promotions, and decisions to exit the firm. From the common economic view that performance appraisals simply settle-up contractually based employment relationships. (Cappelli & Conyon, 2018)

what motivates the behavior involved in carrying out performance appraisal (PA) in organizations. PA behaviors are simply one subset of the total set of role behaviors organizational members perform. The particular purposes of PA create contexts that give PA behaviors unique and complex meanings (Mohrman, 2017)

9.1 Formal and Informal appraisal

In the formal appraisal, the employer meets the employee and giving feedback about the work, but feedback give to employee takes some time, it is suitable for the long-term goals

But in the informal appraisal, the employee gets immediate feedback, and it will help the employer to work more with the involvement, it is suitable for the short-term goal.

Sainco the short-term goal is competed with market for that the sainco can use the informal appraisal method and after the achieving in the good position in the market they can implement the formal appraisal method, were conducting meeting with the employee and providing some benefits and reward will improve the performance and increase the employee engagement towards the organisation.

But in the sainco they are following the traditional method, the informal appraisal cannot possible because in formal appraisal the employer will conduct meetings with employee like manager and sales executive and so, but they can meet give the feedback about the employees who are really working hard in the work environment and informal appraisal also can be followed in sainco but they can't give rewards to employee for their work, the employee can't give good feedback to employee who is under him. for that the employer should give some access to managers to reward the employee and giving feedback for the work done and this one need to be monitored carefully,

9.2 360' feedback

In this feedback system, the employee will get feedback from the manager, co-workers, and even the consumer and it will make the employee commit to the work, more over this feedback system will help to improve teamwork and thus the performance of the employee will be increased and resulting in an increase in performance of the organization

Now a days manager are satisfied with their performance but the other employees are interested to work and they want to prove something or achieve work, the performance management are given more priority because they are used to improve the performance of the organization and employee and d360 degree feed back will give deep understanding of the performance management. (Rudman, 2020)

As 360 degree is good method for the performance appraisal it has some little complementation in implementing them in practical at starting, they researched the 360 degree feedback system and suggesting that it must not be implemented alone and it needs the management support, it also takes time to show the improvement. (Fleenor, 2020)

For the sainco, the 360-degree feedback system will be more helpful to improve performance and increase employee commitment towards their organization, as of now they are following the autocratic management system, the employee cannot be able to make decisions by themselves and all the analyses are directly reported towards the employer and this traditional method should be changed. After implementing the 360-degree feedback performance analysis method the employer can able to see the change very sooner and for getting the customer feedback they can open website for the sainco company or asking the customer reviews directly, this customer feedback will have the positive impact for the employee and employer, it will also help to spread the brand name widely.

10 Motivation

As we know the importance of the performance management, this performance can be increased by the motivation. The motivation may be reward or point based or just appreciation from the employer. But the motivation plays major role in improvement of the performance and employee engagement towards the organisation

The study was made to calculate the impact of the work motivation and transformational leadership for the teachers it shown that its positive effect for the performance among the teachers (Andriani, et al., 2018)

A study was made to analyze the impact of leadership style, motivation and discipline to employee performance, it shows that all has positive and significant effect on the performance analysis, and it helps to increase the performance of the employee. (Pawirosumarto, 2017.)

The motivation can divide into two types like extrinsic and intrinsic

10.1 Extrinsic

This motivation comes from the external environment other than the working environment, mostly this motivation comes from the consumer and suppliers,

This will also play major role in the improvement of the organisation at the same time it will also promote the brand name, because this kind of feedback comes when the customer is satisfied. if the customer is satisfied it will make the customer to remember the brand name and it will also promote the brand name to all people

10.2 Intrinsic

This motivation will be coming from the employers and employees. The motivation can be either increased by the competition among the employee and reward system and feedback.

Mostly the competition-based motivation will have more improvement among the employee and but if they received reward for the work along with the feedback it will have more improvement in individual performance and team performance, as a result it will increase the organisation performance

They need to monitor this motivation carefully because the employee not happy and affected by the feedback from the employee it will cause trouble and sometimes it ends up in fight, so they need to be very careful while giving the feedback about the employees.

11 Herzberg's two factor theory

The Herzberg two theory has two sectors motivation sector and hygiene sector, one will be helping the employee to improve the performance another one will be prevented problems which are acting like barriers to performance management.

Herzberg two factor theory is also called as the motivation-hygiene theory, these theory has two parts in which the motivation theory has more important role for the job satisfaction while the hygiene factor gives less importance for the job satisfaction, but the both the moderate and hygiene factor used to motivate and improve the performance of the employee (Alshmemri, 2017)

In the retail shop emerging in the market, the study was made to find weather the Herzberg's two factor theory has impact the sales employee, it is found that the hygiene sector has more positive impact other than the motivation sector. The sales employee is satisfied with hygiene sector with the following factor like work-life balance, autonomy at selling, financial stability of the organization and management recognition of sales performance. The results show that the salespeople in retail sector are more satisfied with hygiene factors than motivation factors. All the organization can not satisfy the employee by the motivation sector some other factor satisfies the employee. Motivation is not only one improve the performance of the employee may be the other factor like respect, but feedback also satisfies the employee. (Prasad Kotni, 2018)

11.1 Motivation sector:

In the motivation sector, it will help to improve the performance of the company by boosting the employee and making the employee to more commitment towards the organization

It targets on how to improve the performance of the employee and employee satisfaction.

11.2 Hygiene sector:

It includes the organization factor like policy, terms and condition, strategy which are used to prevent the problem in the performance management

12 VROOM Expectancy theory

This theory is used to analyze the individual's performance, if the employee's performance is greater than the expectation and if that performance receives reward, it will be good motivation to the employee and employee commitment towards the work will also increase. Mostly the reward-based motivation is used all over the organization. In vrooms expectancy theory there are three processes namely

$$\text{Expectancy} + \text{valency} + \text{instrumentality} = \text{motivation}$$

When the three stages, Expectancy, Instrumentality, Valency, are satisfied the employee then it gives the motivation to the employee and the performance will be increased.

12.1 Literature review:

According to the Komal Chopra (2019), they have used the vrooms expectancy theory on the artificial intelligence system in shopping, the author used the vroom expectancy theory to motivate the consumer t use the artificial intelligence in shopping. The author found that the study has very strong effect on the retail sector in the developing countries. The organization using the vroom expectancy

mode are considered to be emerging in the market and they have introduced artificial intelligence in their shopping, mostly this study was conducted among the young peoples. From this the expectancy theory also can be used to motivate the consumer and employee in the organization. (Chopra, 2019)

In the non-profit organisation the volunteers are considered as the employee, for that they used the expectancy theory to motivate and retention of the volunteers, and they need to understand the expectation of the volunteers, the result shown that it has positive effect on the volunteer, the volunteer are motivated highly to help the charitable organisation, they done this research to verify that the volunteer are committing the work fulfill or just for name sake, this vroom expectancy also shown positive effect on this research. (J, et al., 2020)

In every organisation the performance analysis needs to be done on the regular basis so that the organisation can ably point out the problems associated with employees and organizations, when an organisation is done the performance analysis, they found that the employee and organisation performance is very low, and they fund that motivation is absent between the employees. So they have vrooms expectancy theory to motivate the employees and after the implementation of new motivation strategy the results shown in the positive way both employee and organisation performance is increased Rewards are also some of the key strategies to motivate of employees to use their best capabilities to develop innovative ideas that could improve organizational performance. (Rehman, 2019.)

The motivation sometimes has no effect on the employees and performance management system, like if the employee can be able to survive by himself but without the extra commitment and some employees will have no attracting or eagerness for the money. They will do their work as usual and the organisation can't expect more performance from these employees sometime s it will become threat to the organisation if the other employees are following this kind of employee (Lee, 2019.)

12.2 Vroom's expectancy theory for sainco:

Expectancy	Instrumentality	Valency	Motivation
- The expectancy of the employee is not satisfied by the sainco - Expectancy is low - For improving the expectancy employee engagement need to satisfy in simplest way is giving the feedback about the work will helps to improve the	- The sainco is very poor in the instrumentality - the sainco needs to be adapt modern technology - they can adapt to the digital technology like digital marketing or online sales platform which will be easy for the consumer.	- to increase the performance of the employee the organization can reward the employee to improve the performance - while rewarding the employee for their extra contribution it will boost the employee performance and increase	- At present the motivation for the employee is very low - To increase the motivation among the individual employee those three stages must be positive, and it needs to monitor

employee engagement		the employee engagement	
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13 Recommendation

The sainco is retail organization there are some recommendations to place in market

The first thing is the sainco needs to adapt to modern technology, as they are targeting to place higher in the market they need to follow a digital marketing strategy and digital marketing will promotes the brand name to spread wide and it makes the investor to invest more in the company, if the organization is growing means the brand name should know to overall people and investor should invest in the company so that we can say the organisation is growing it the market

Some recommendation to adapt in the modern technology like tie up with small organization or selling the products online or making the easier way to customer to purchase product from online.

As the organization is targeting the market, the performance of the organization will only help to attract more consumer and investor. To improve the performance there are many ways but motivation or reward system and feedback system will improve the performance of the employee

The performance will increase if the employee and employer relation is strong, the sainco need to gain the trust of the employee and satisfy the employee needs like respect and appreciation, then it will make the employee contribution towards the organization more and employee engagement will also increase.

14 Conclusion

As from the above resource and we found that the sainco want to place in the market field, a of they are following the autocratic management system and it won't help the sainco to reach a place in the market and we used the SWOT analysis and performance management theory and motivation theory to improve the strategy of the sainco. It is found that the 360-degree feedback system and expectancy theory will give some ideas to improve the performance of sainco and help to place in the market field. The sainco need to be adapt to digital technology because they have very poor marketing strategy without marketing strategy their brand name is not exposed, they need to implement the digital marketing strategy to attract the consumer and investor towards their brand. They are having the opportunities to expand in the market like food manufacturing and tie up other organization to expand their market and brand name, they need to use it wisely.

As In sainco they traditional method, the employees are not satisfied and the sainco need to utilize the employee's full potential by using the 360-degree feedback system. The employee engagement is very poor, for the short term and long-term goal they need to gain and provide the trust to employees, that they are part of the team, and their work are considered, and their thought also considered to improve the performance of the company. If the employee engagement is high, then the performance will also increase automatically.

For the short-term goal, they need to attract the customer and investor, for the long-term goal they need to gain the trust of the employee and provide the benefits to retain the employee, if the employee is satisfied then company can reach the goal easier for that teamwork is very important to achieve the goal.

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