

Managing Performance

MBA- Master of Business Administration

New Performance Management for SainCo

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Introduction

Performance management (PM) is a systematic approach used in organisations to enhance efficiency and effectiveness by aligning the individual goals of employees with the strategic objectives of the company (Birkinshaw, 2004). It involves setting expectations, conducting assessments, and providing feedback to ensure employee development and organisational growth. There is no universal approach to managing performance (Brandon, 2023). Each organisation has its own way of managing performance that fits its workforce and the nature of work. This goes for the case company of this report as well (Bruggeman, 2023). The case company of this report is SainCo, which is a traditional family-run retail organisation with a long-standing autocratic management style. The organisation has recently recognized the need to modernize its performance management practices. As it stands, SainCo currently employs 2,000 staff across ten different locations, and each of these operations are potentially affected by outdated management styles that do not suit the dynamic nature of today's retail business environment. To remain competitive, it has been agreed upon by SainCo's leadership that embracing contemporary performance management practices is crucial.

Addressing these issues, this report has delved into several key areas to guide SainCo through this crucial transition. At first, discussions have been made to explain what performance management involves, emphasising the continuous nature of this process and its role beyond mere employee appraisals (Bruggeman, 2023). It addresses organisational and employee concerns, highlighting the importance of aligning performance strategies with organisational goals while ensuring fairness and transparency. Furthermore, the report also presents discussions on strategies to enhance employee engagement and involvement, each of which is crucial for a motivated workforce (Brandon, 2023). Lastly, it has provided both short-term and long-term recommendations to revise the current performance management framework, enhance managerial capabilities in performance appraisals, integrate learning and development more deeply into performance processes, and adopt advanced performance management technologies (Spanò & Zagaria, 2022). Each of these steps has been aimed at transforming SainCo into a more agile and competitive player in the retail sector.

Performance Management

Performance management (PM) can be defined as a business process that encompasses the ongoing assessment of employee and organisational performances through periodic and regular appraisals (Bruggeman, 2023). It is an ongoing, interactive process designed to align the strategic goals of an organisation with the individual objectives of its employees, thereby enhancing overall effectiveness and efficiency (Hitt et al., 2016). A well-structured PM system is important as it sets clear performance expectations, provides continuous feedback and nurtures a development-oriented work environment (Brijesh Goswami, 2013).

The core of effective PM lies in its ability to bridge the gap between the strategic objectives of a company and the personal development goals of its employees (Hitt et al., 2016). Hence, it not only involves measuring the output and outcomes, but it also includes emphasising behavioural aspects and competencies that contribute to the long-term capabilities of the workforce. This holistic approach to managing performance ensures that employees are assessed and supported in their growth and development, which in turn improves their performance and morale (Bruggeman, 2023).

The integration of learning and development into PM functions is considered a critical element in modern HR practices (Hutchinson, 2013). As noted in various academic resources, including Armstrong's and Hutchinson's texts on performance management, it is important to align learning opportunities with the results of performance evaluation in a mutually reinforcing cycle, where training and development initiatives can directly support performance improvements (Brijesh Goswami, 2013). This alignment would be crucial to support the continuous improvement of skills and competencies necessary to meet evolving organisational challenges (Hitt et al., 2016). Furthermore, PM is not just an assessment process, but it is also about creating a culture that values continual improvement, feedback and professional growth. It involves setting specific, measurable, achievable, relevant and time-bound (SMART) objectives that are clearly communicated and understood by all members of the organisation (Hutchinson, 2013). Regular feedback sessions are essential to keep employees aligned with these goals and to adjust them as needed in response to changing organisational priorities or market conditions (Brijesh Goswami, 2013).

As mentioned earlier, there is no universal approach to performance management. Different organisations use different approaches and strategies to manage performance (Moro-Visconti, 2021). Some of the commonly used performance management methods include the annual review system, 360-degree feedback, continuous or real time feedback, Management by Objectives, Behavioural Assessment, and Outcome-based PM (Hutchinson, 2013). The traditional system is the most basic form of PM that involves analysing or reviewing performance on a periodic basis, against the goals and objectives set at the beginning of the period (Ridgway et al., 2023). The 360-degree feedback involves different people within the organisation providing immediate and regular feedbacks on performance on an employee's performance (Brijesh Goswami, 2013). MBO involves setting specific mutually agreed upon and measurable goals with each employee and then periodically reviewing the progress made. In behavioural assessment systems, the focus is on evaluating how the work is done rather than just what is achieved so that the positive and negative behaviours are identified (Moro-Visconti, 2021). Each of these methods have their own benefits and limitations as well, which makes some of them more suited for an organisation and less suited for others.

Traditional vs a modern approach to performance management

The plan for SainCo is to make a transition from a traditional approach to a modern performance management system (Vlotman et al., 2020). A traditional approach to performance management is linked to a traditional management style at SainCo. A traditional management style is where the performance and productivity are emphasised over the people elements of the organisation (Brijesh Goswami, 2013). The employees are viewed as the tools for delivering the productivity expectations. In these management styles, the employee wellbeing and engagement are often overlooked (Ridgway et al., 2023). Given the focus on productivity and performance in the conventional management style at SainCo, the performance management system has also been focused on the tasks, productivity levels and performance standards of the employees (Moro-Visconti, 2021).

The benefit of this current style is that it helps make tasks in a repetitive work setting more efficient. It also helps achieve performance targets in a retail setting easily to some extents (Vlotman et al., 2020). However, as perceived by the management of SainCo, the modern workplaces are moving more towards a people-oriented approach to management style. Such

approach to management style values employees over tasks and processes. The philosophy behind the modern management styles is that people are the ones who drive performance (Thompson et al., 2017). Hence, by keeping the employees motivated and developed, an organisation can easily build a high-performing workforce as well. The effectiveness of such approach to management has been proven by studies, which suggest that people-oriented approach to management is more effective in engaging employees and help improve performance with a developed and motivated workplace (Phillips & Landahl, 2021). Even in workplaces that feature repetitive tasks, people-oriented approach to management delivers more positive outcomes (Vlotman et al., 2020). It is because, most modern workplaces have now undergone cultural changes due to a demographic shift with millennial and Gen Z populating the workplaces in greater numbers (Ridgway et al., 2023). They expect to be treated fairly and enjoy safety and wellbeing at workplace. Their need for motivation can be explained using Herzberg's two factor theory (Janssens & Steyaert, 2008). Hence, the opportunities for growth and development and the catering to their need for motivation are crucial to keeping this workforce engaged at work (Birkinshaw, 2004).

This has been the issue affecting SainCo as well. While the company has done well with its traditional management style, it now has to make a transition towards a more people-oriented approach due to the needs of the modern workplaces and the cultural shifts influencing employee behaviours (Thompson et al., 2017). Given that managing performance is an essential aspect of the overall management style, therefore, the shift to a more people-oriented management style also means a shift towards a more modern approach to performance management.

Performance management system for SainCo

Discussing the concept of PM in the context of SainCo, which currently has a traditional and autocratic management style, it is more likely that the PM system it has is also the traditional performance management system, given that studies find greater link between traditional management style and traditional PM (Phillips & Landahl, 2021). While this approach does help the company to keep the performance of its employees in check, it also comes with some limitations such as not offering a holistic understanding of employee performance in the organisation, not taking account of other factors of performance alongside the performance outcomes or outputs, etc (Ridgway et al., 2023). Most importantly, studies suggest that the lack of engagement from employees, infrequent feedbacks, focus on past performance and increased stress

are some critical disadvantages of the traditional PM. With this PM system, SainCo won't be able to modernise its HR practices. Thus, the company's traditional and autocratic style of management has been identified as a limiting factor in its competitive stance in the retail sector. The adoption of a modern PM system could revolutionize its operational effectiveness by shifting from a top-down, directive approach to a more collaborative and developmental model (Birkinshaw, 2004).

Implementing an effective PM system for SainCo would involve developing a framework that supports its organisational structure and business goals. This will involve redefining performance criteria that are aligned with corporate objectives and resonate with the values and the culture of a family-run business. It would be suggested that the company moves from an evaluative approach to a developmental approach, where feedback is considered a constructive part of career development and performance improvement (Phillips & Landahl, 2021).

In that context, either 360-degree feedback or developmental performance management approach would be recommended for the company. The 360-degree feedback approach would enable a more comprehensive evaluation system by gathering insights from a direct manager and from peers, subordinates and potentially customers (Ridgway et al., 2023). This could help diminish the impact of any single rater's bias and provide a well-rounded view of an employee's performance, encouraging a more inclusive and democratic work culture. It would foster openness and enhance communication within the company, aligning with modern management practices that value diverse perspectives (Janssens & Steyaert, 2008).

On the other hand, the developmental performance management approach will focus on developing employee skills and potential, rather than just evaluating them. This approach would support SainCo's need for continuous improvement and innovation by focusing on long-term employee growth and aligning development with the company's strategic objectives (Janssens & Steyaert, 2008). It encourages ongoing dialogue between managers and employees, fostering a supportive environment that is likely to improve job satisfaction and employee retention. By implementing these approaches, SainCo can modernize its performance management system as well as cultivating a more motivated and engaged workforce.

Organisational and Employee Concerns

Businesses usually plan to ensure that their performance management aligns closely with strategic goals (Janssens & Steyaert, 2008). This alignment ensures that every employee effort contributes directly towards the broader objectives of the company, such as market expansion, revenue targets and innovation goals. Additionally, enhancing productivity is also a central focus for businesses, as it directly impacts the efficiency and profitability of an organisation (Phillips & Landahl, 2021). Another key organisational concern is when it comes to effective performance management is to retain talents. Studies suggest that a well-implemented PM system can help identify high performers and ensure they are motivated and engaged, thus, reducing turnover and the associated costs of recruiting and training new staff (Hu & Meng, 2023). These are the considerations that businesses take into account when planning and implementing performance management systems. (Hutchinson, 2013)

From the perspectives of an employee, the fairness and transparency of the PM process are key considerations (Hu & Meng, 2023). Employees expect that the evaluations or performance appraisals are conducted impartially and that the criteria used for assessing their performance are clear and directly relevant to their roles. Additionally, employees often seek assurances that their performance are linked to opportunities for personal growth and recognition (Hutchinson, 2013). This motivates employees and fosters a sense of loyalty and satisfaction with their employer. Studies also emphasise that employees expect to be treated fairly and without any discrimination on the nine protected grounds. Lastly, they expect to be involved in the decisions that concerns the evaluation of their performance, to some degrees (Hu & Meng, 2023). Hence, for employees, the key concerns are fairness, impartiality, involvement and equality.

Studies suggest that an ethical approach to performance management addresses these concerns by upholding principles such as respect for individuals, mutual respect, procedural fairness and transparency in decision-making (Hutchinson, 2013). These principles ensure that the PM process is not only effective in achieving organisational goals but also in maintaining a positive, productive workplace environment.

Contextualizing for SainCo:

For SainCo, adapting these general PM principles presents both challenges and opportunities. The transition to a more modern PM system should start with aligning performance evaluations with the strategic objectives of the company (Spanò & Zagaria, 2022). Given the need for modernization to remain competitive, its transformation of performance management should focus on creating clear links between individual contributions and company-wide goals (Hutchinson, 2013). In terms of productivity, SainCo would benefit from a PM system that identifies the areas of underperformance and helps identify opportunities for process improvements and innovations. Such system can be instrumental in transitioning from the current autocratic style to a more collaborative approach, encouraging employee input in decision-making processes, and thus, enhancing engagement and productivity at workplace (Phillips & Landahl, 2021).

To address the employee concerns about fairness and transparency, SainCo should develop clear, objective criteria for performance evaluations that are communicated openly to all employees (Hutchinson, 2013). This could involve organising training sessions, where managers and employees together learn about the new PM criteria, how assessments will be conducted, and how the results will be used. Ensuring that these criteria are directly relevant to each role within the organisation will be crucial. (Janssens & Steyaert, 2008) This relevance can be achieved through job analysis activities that help define role-specific performance metrics that are aligned with broader company goals (Hu & Meng, 2023). Moreover, SainCo should consider implementing mechanisms for regular feedback and development discussions that will allow employees to understand how they can improve and grow within the organisation.

Finally, adopting a PM system that includes ethical principles, such as respect for individuals and mutual respect will help transform the company culture from the current autocratic decision-making approach to an approach that values and respects the contributions of each employee. This cultural shift is essential for retaining talent, particularly in a competitive retail environment where skilled employees have many choices about where to work (Phillips & Landahl, 2021).

To implement such PM approach at SainCo, the management can consider introducing a 360-degree feedback mechanism to provide a more rounded view of employee performance, drawing from peers, subordinates, and supervisors. Additionally, leveraging technology for real-time performance tracking and feedback can help maintain the continuity and immediacy that effective PM requires (Phillips & Landahl, 2021). Moreover, integrating performance management with

clear learning paths and development plans will be beneficial in the long run for the company as well, meeting both employee and employer concerns. For instance, identifying performance gaps and addressing them through tailored learning interventions can lead to significant improvements in performance that can create value for both the organisation and the employees. (Janssens & Steyaert, 2008) This helps in improving skills and boosting employee engagement and retention, all of which are crucial for SainCo's growth in the competitive retail market.

Employee engagement and employee involvement

Employee engagement and involvement are necessary for successful performance management system (Phillips & Landahl, 2021). Employee engagement is the level of commitment, passion and loyalty an employee has towards their organisation and its goals. Employee involvement includes employees in the decision-making process of a company (Moro-Visconti, 2021). When employees are actively engaged and involved in performance management, it improves their commitment and motivation and ensures a more harmonious workplace. This involvement spans various areas, including goal setting, understanding assessment criteria and believing in the fairness and objectivity of the PM process (Phillips & Landahl, 2021).

Employee engagement in goal setting involves participation in setting the performance goals. When employees are involved in planning their own objectives, they are more likely to be committed to those goals (Moro-Visconti, 2021). This participation ensures that the goals are aligned with organisational objectives and also resonate with personal and professional goals, thus, enhancing motivation and job satisfaction (Janssens & Steyaert, 2008). Furthermore, when employees understand the criteria by which their performance is measured, it eliminates confusion and fosters a sense of transparency and trust in the evaluation process (Spanò & Zagaria, 2022).

PM systems are more effective when they are delivered on the basis of employee engagement and involvement. And employee engagement is ensured when PM systems are fair and objective. It is necessary for the management to ensure that the employees perceive PM systems as just and impartial, which can be ensured by standardising the criteria for evaluation across all levels and setting the standards consistently (Spanò & Zagaria, 2022). Moreover, continuous feedback is also an integral part of employee engagement in PM, which improves engagement and involvement of the employees in the PM system. Unlike traditional annual reviews, continuous feedback helps

keep employees aligned with their goals through regular updates, allowing for adjustments in response to changes in organisational needs or employee performance. (Janssens & Steyaert, 2008)

Contextualizing for SainCo:

For SainCo, transforming its traditional and autocratic PM approach to one that features employee engagement and involvement comes with its own unique challenges but also significant opportunities for improvement (Spanò & Zagaria, 2022). Engaging employees in setting their own performance goals would be a significant shift from the historical management style. This can be facilitated through workshops that guide employees on how to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, which should be directly tied to both their professional growth and SainCo's strategic objectives.

Involving employees more directly could also include the introduction of self-assessment tools that complement manager evaluations (Hutchinson, 2013). This dual-input system can help balance self-perception with managerial observation, leading to more comprehensive performance discussions. Additionally, implementing peer reviews could contribute to creating a more open and inclusive culture, fostering collaboration and mutual accountability among employees (Moro-Visconti, 2021).

Understanding the criteria for assessments is another area where SainCo can make significant improvements. Transparent communication about how performance metrics are developed and applied can alleviate concerns about fairness and bias (Hutchinson, 2013). It is important for SainCo to ensure that these criteria are clearly linked to the company's retail objectives, such as customer satisfaction scores, sales targets or innovation initiatives, making these criteria feel relevant and meaningful to employees (Spanò & Zagaria, 2022). Moreover, the introduction of regular feedback mechanisms, such as quarterly reviews or continuous feedback systems, would help keep employees aligned with their goals while also addressing any concerns in a timely manner. For SainCo, technology can play a crucial role here, perhaps through a mobile app or an online portal that allows for real-time feedback and goal tracking (Hu & Meng, 2023).

Finally, fostering a culture where fairness and objectivity are valued in performance assessments can significantly enhance employee trust in the PM process. This involves training managers to recognise and mitigate unconscious biases and to deliver constructive feedback that focuses on

development rather than criticism (Hutchinson, 2013). By transforming its PM system to be more inclusive and engaging, SainCo will be able to improve employee motivation and job satisfaction and drive higher productivity and better alignment with its strategic goals. (Hu & Meng, 2023) Engaging employees in the PM process will help SainCo evolve from its traditional roots into a modern retail competitor that values and leverages the contributions of all its employees.

The plan for SainCo to change its current performance management style with a modern approach

Developing a modern PM system for SainCo involves a comprehensive restructuring of existing practices to foster a more dynamic, inclusive and development-oriented culture. This new system will shift from the traditional annual review to a more continuous, engaging, and transparent model.

To make the transition, the management needs to adopt a structured approach to change management. Kotter's 8 step model can be a suitable approach to managing the change (Hu & Meng, 2023). This model offers a clear, step-by-step framework that begins with establishing a sense of urgency around the need for change, creating a guiding coalition, and developing a strategic vision (Moro-Visconti, 2021). It involves communicating the vision, empowering broad-based action, generating short-term wins, consolidating gains, and anchoring new approaches in the culture. By following these steps, SainCo can ensure that the change is comprehensively managed and embedded, leading to sustained improvement and alignment with strategic goals (Spanò & Zagaria, 2022).

Step 1: Establish Clear Objectives and Alignment with Strategic Goals

To optimise performance and strategic alignment within the company, SainCo should start with initial goal setting workshops. These workshops will serve as a platform to educate and assist employees in creating SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that directly support SainCo's overarching strategic priorities (Hu & Meng, 2023). During these interactive sessions, facilitators will provide clear examples and templates, guide employees through the process of crafting meaningful objectives, and ensure that each goal challenges the employee and are attainable and aligned with the broader business objectives (Hutchinson, 2013).

The management should also establish strategic alignment sessions, where team leaders would regularly convene to ensure that departmental goals will be synchronized with the company's strategic framework (Kounev et al., 2010). These sessions will involve reviewing team objectives to align with corporate strategy, discussing the impact of these goals on the company's progress and adjusting them as needed to respond to dynamic market conditions or internal shifts (Spanò & Zagaria, 2022). This regular alignment ensures that every team member is aware of and is actively contributing to the company's success, reinforcing the connection between individual efforts and overall company achievements.

Step 2: Enhance Employee Engagement and Involvement

SainCo should integrate self-assessment tools and peer review processes into its performance management system. This dual approach will complement managerial evaluations and will promote a comprehensive view of performance, fostering a culture of accountability and mutual support (Kounev et al., 2010). Additionally, involving employees directly in the goal-setting process is also essential. By allowing employees to participate in defining their objectives, SainCo will be able to ensure that these goals are personally and professionally meaningful, thereby increasing commitment and alignment with the company's broader aspirations (Moro-Visconti, 2021). This participative approach strengthens engagement and supports a collaborative organisational environment.

Step 3: Continuous Feedback and Development

To foster continuous feedback and development at SainCo, implementing real-time feedback mechanisms will be necessary. By utilising digital communication and advanced information sharing technology, the company can shift from annual reviews to a dynamic system where managers and peers can provide instant, actionable feedback (Kounev et al., 2010). Alongside this, SainCo should integrate individual development plans tailored to each employee's needs (Moro-Visconti, 2021). These plans should focus on enhancing skills and addressing performance gaps, with clear milestones and support mechanisms to guide progress towards achieving growth objectives. This approach ensures ongoing personal and professional development, aligning employee growth with the strategic goals of the company (Spanò & Zagaria, 2022).

Step 4: Training Managers for Effective Feedback and Assessment

To enhance the efficacy of the company's new performance management system, it would be necessary to invest in training managers (Spanò & Zagaria, 2022). Regular training sessions will help equip managers with skills in providing effective feedback, conduct unbiased evaluations and coaching. These sessions will support employee development and ensure that managers can guide their teams effectively (Spanò & Zagaria, 2022). Additionally, bias mitigation workshops can be arranged to help managers identify and reduce unconscious biases that can affect performance evaluations and decision-making processes. By addressing these key areas, SainCo can ensure its management team is well-prepared to lead with fairness and effectiveness in the new system (Kounev et al., 2010).

Step 5: Implement a 360-Degree Feedback System

To implement a 360-degree feedback system in the company, a comprehensive evaluation framework should be introduced, which will help gather insights from managers, peers, subordinates and, where applicable, customers (Spanò & Zagaria, 2022). This holistic approach ensures that feedback is rich and holistic, providing employees with diverse perspectives on their performance. Moreover, it would be necessary that the feedback collected from these various sources is integrated and communicated in a constructive manner (Moro-Visconti, 2021). Emphasizing growth and improvement, rather than just evaluation, will help foster an environment where personal and professional development is prioritized, encouraging continuous improvement and deeper engagement from all employees (Kounev et al., 2010).

Step 6: Transparency and Fairness in Evaluations

SainCo should establish open communication channels, such as forums and regular meetings, where employees can freely discuss and provide input on the company's PM process. These platforms will allow employees to express concerns, suggest improvements and understand more about how the PM system works, which in turn will help enhance transparency and trust (Spanò & Zagaria, 2022). Regular interaction and dialogue about the PM process can also foster a collaborative environment where employees will feel valued and respected, thereby enhancing engagement and commitment to the organisation's goals (Kounev et al., 2010).

Step 7: Use of Technology to Support PM Processes

To modernise the company's performance management system, SainCo should upgrade its PM software to support real-time feedback, goal setting, tracking and review processes (Spanò & Zagaria, 2022). Investments need to be made on new data analytics and performance management software, which can help upgrade the quality of the PM system (Spanò & Zagaria, 2022). This technology should be intuitive and easily accessible to all employees to ensure widespread adoption and utilization. By enabling real-time interactions and continuous access to performance data, the software will facilitate more dynamic and responsive management practices, allowing SainCo to quickly address issues and adapt to changes in performance trends (Moro-Visconti, 2021).

Step 8: Regular Review and Adaptation of the PM System

To maintain the relevance and effectiveness of the PM process, the retailer should commit to a strategy of continuous improvement (Spanò & Zagaria, 2022). This involves regularly assessing the PM system through employee surveys, focus groups and analysis of performance data. These feedback mechanisms will provide crucial insights into how the system is functioning and highlight areas needing adjustment and improvements. Additionally, the PM system must also be designed with scalability and flexibility in mind, allowing it to adapt to changes in the business environment or organisational structure (Spanò & Zagaria, 2022). This adaptability ensures that the PM system can support SainCo's growth and evolution effectively over time.

Other long-term recommendations

As SainCo moves towards modernising its PM system, several long-term recommendations can help ensure the transformation is sustainable and aligns with the company's strategic growth and cultural shifts:

Leadership Development Programs: The company should invest in comprehensive leadership development programs tailored to different management levels, more specifically, the people-oriented styles for better employee engagement. This will ensure that as the organisation grows, its leaders are equipped with the skills necessary to manage teams effectively, embrace change and foster a positive performance culture.

Technology Integration for Advanced Analytics: The management should continue to expand the use of advanced analytics in the PM system. Implement predictive analytics to anticipate future training needs, potential performance pitfalls and employee turnover risks. This forward-thinking approach will allow SainCo to proactively manage workforce dynamics and maintain high levels of employee engagement and productivity.

Career Pathing Initiatives: The company should develop clear career pathing options for all roles within the organisation. This initiative should be integrated with the PM system, allowing employees to see how their performance impacts their career progression opportunities directly. It will also help in planning succession and preparing employees for future leadership roles.

Enhance Organisational Agility: The management should foster an agile organisational culture that can quickly adapt to changes in the market and business environment. This involves adapting flexible PM processes and encouraging innovation and continuous learning at all levels of the organisation.

Employee Wellness Programs: The management should incorporate employee wellness into the PM system. They should recognize that employee performance is often influenced by their overall well-being. By supporting employee health- both physical and mental- SainCo will be able to enhance job satisfaction, reduce absenteeism, and improve overall performance.

Regular PM System Audits: The management should conduct regular audits of the PM system to ensure compliance with industry standards and legal requirements. These audits will help identify any discrepancies or areas for improvement in the PM process and ensure that the system remains transparent, fair, and effective.

Stakeholder Feedback Loop: The management should establish a continuous feedback loop that includes all stakeholders- employees, managers and external partners. This will ensure that the PM system remains dynamic and responsive to the needs of all parties involved.

Conclusion

Modernising the PM system at SainCo will be a timely step towards aligning its traditional practices with the dynamic needs of today's retail environment. This report has outlined a comprehensive approach to revamp SainCo's PM system through continuous feedback, enhanced

employee involvement, use of advanced technology and a strong focus on fairness and development. Implementing these strategies will boost employee engagement and satisfaction and will also drive organisational growth by aligning individual performance with SainCo's strategic goals. Successfully transitioning to a more modern and effective PM system will position SainCo to compete more effectively in the retail sector and sustain its long-term success.

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