

NEW PERFORMANCE MANAGEMENT FOR SAINCO

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Word count:5049

Executive summary

The main focus of this study is to indicate a performance management approach for SainCo in terms of ensuring its performance and productivity. It has been seen that employee engagement and employee involvement are the two most important elements for SainCo in developing the performance. Recommendation has been given for identifying the ways through which performance can be improved and developed. Different aspects of performance measurement are comprehensively studied that included leadership approaches, workplace culture, working environment, and management strategies. Strategic leadership approach such as transformational leadership approach has potential in enhancing the performance of the employees and also the company. Inclusion of diversity and equality across the workplace environment has potential in bringing innovative approaches that helps in sustainable business practice

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Introduction

Different significant HR management roles are comprehensively studied that impact on performance of employees and managers of SainCo. Leadership approaches, workplace culture, and management strategies are critically analysed that have potential in achieving competitive advantage over the trading environment. Performance development planning of the company that are associated with the HR department are outlined for bringing a strategic management approach. Employees are associated with different cultural backgrounds that are considered by the leaders for designing and developing a potential HR management strategy that will help in achieving the sustainable business practice. Due to pure management, the company faced significant issues across the leadership processes that consequently impacted on the sustainability of the company. Performance development goals, feedbacks, appraisals, and measurement were considered in the study that impacted on achieving the competitive advantage.

Role of performance management in retail organisations

Performance management is considered to be a comprehensive system or approach that involves monitoring and exploring the work performance and practices of employees. Additionally, the main goal of implementing a performance management approach is to form a collaborative and influential workplace environment for employees. This approach is highly accepted in both the public and private, sectors due to its effectiveness and influence towards the workforce. With the emergence of advanced technologies and digital tools, workforce management practices at retail organisations have become highly dynamic and complex. These aspects have increased the significance and importance of performance management and related measures in the retail sector (Gawankar *et al.* 2020). In addition, the emergence of Retail 4.0 has increased the complications for retail companies, especially the companies following traditional business approaches and insignificant management practices. Therefore, it can be stated that establishing an efficient performance management approach can help in improving employees' performance, which in turn, will upgrade the overall business performance of retail organisations. In this regard, SainCo can focus on establishing an efficient performance management practice within its workplace to mitigate the current issues it is facing.

Performance management

Performance management can involve various approaches and practices with the aim of enabling employees to work as per their abilities and competencies. In addition, performance management also helps in establishing an efficient organisational environment that improves employee satisfaction and work performance. As per the opinions of Brown *et al.* (2019), basically, performance management can be identified in all types of organisations whether through formal or informal approaches. SainCo is a retail organisation that maintains its business activities through traditional approaches and in the contemporary business environment, the majority of business organisations have integrated modern technologies. Besides this, the company employs around 2000 workers at a total of ten distinct locations, which has signified the requirement of establishing an efficient performance management approach. It has been identified that performance management involves comprehensive procedures and activities associated with human resource development.

In addition, performance management systems provide support and positive impacts towards the retail sector. Effective implementation of a performance management approach can help in reshaping both organisational and employee performance. Apart from this, this practice mainly focuses on maintaining transparency and accountability within the workforce. In the contemporary era, organisations utilise business intelligence tools and systems for supporting performance management systems (Richards *et al.* 2019). Performance management approaches or programmes can be formal as well as informal. Additionally, formal performance management practices enable managers to gain a better understanding of the organisational goals, and expectations and also help in comparing them with the current progress to identify the performance and capability of individual employees toward the organisation. Implementing an efficient performance management practice within the workplace management practices at SainCo can help in upgrading various business segments associated with the workforce.

Demonstration of the purpose of performance appraisal

It has already been identified that implementing performance management holds the potential to reshape workforce management practices and approaches. In this regard, the main benefits SainCo can access through implementing an efficient performance management practice include thorough optimisation of the progress and performance towards achieving the organisational goals along with ensuring the career progress of the employees. On the other

hand, establishing a fair and efficient performance management system can help in reducing employee burnout in organisations (Bauwens *et al.* 2019). In order to ensure achieving an intended employee performance, retail organisations should focus on establishing an efficient and fair performance management approach. Regarding this, there can be a diverse range of purposes associated with implementing a performance management approach and maintaining performance appraisal. Performance appraisal can be regarded to be a systematic approach regarding employees that deals with employees' performance and their potential capabilities. In this context, the main purpose of performance appraisal towards SainCo is to measure employee performance and identify its correlation towards overall productivity.

Herzberg's motivation-hygiene theory

This particular theory has been identified to be one of the most innovative and effective theoretical models involving performance management. As per this theory, there are two distinct factors that play an active role in motivating employees and these factors include motivational factors and hygiene factors. In addition, implementing the approaches of this particular theory poses a crucial influence towards employee turnover intentions (Chiat and Panatik, 2019). These two mentioned factors are also considered to be “maintenance factors” due to their effectiveness towards maintaining employee satisfaction and engagement with their job roles. Therefore, SainCo can consider implementing these factors in their workplace to motivate employees and influence their work performance.

Relevant processes of performance management

There are various procedures or steps associated with the implementation of performance management programs. Moreover, these procedures and steps depend on the goals and expectations of business organisations. These procedures include

Establishing a link between employee performance and organisational goals

Establishing a link between the work performance of employees and expectations associated with the organisational goals has become necessary. Considering this process can help SainCo to define the exact workload and job duties of the employees.

Forming work performance relative outcomes

Proper implementation of performance management can help employees to gain a better understanding of the business segment the operating company deals with. In this context, this

process can provide help toward improving employee satisfaction and trust in the company. This process will also enable employees to understand potential ways to communicate and interact with other stakeholders involving the business performance of SainCo.

Establishing expectations based on measurable performance

Another efficient process has been identified to be establishing potential expectations depending on measurable performance. These expectations include the ultimate outcomes, which help in measuring and controlling the progress and eventually upgrade the overall performance.

Communicating performance improvement plans with employees

Developing performance improvement and job development plans and communicating them with employees can enable the retail company to maintain employee satisfaction and engagement.

Conducting regular meetings

The last process that SainCo can consider while implementing an efficient performance management approach is to arrange regular meetings with employees and HR managers.

Organisational and employee concerns at SainCo

SainCo is a retail organisation that maintains traditional business approaches and employs around 2000 employees from different areas. Additionally, the company is operated by an autocratic management approach, which has affected the business and workforce performance. In this context, the retail company can face various types of potential issues due to its existing management approaches.

International issues

The contemporary business environment has transformed drastically in recent years, which has affected the business performance of the retail sector. Some of the major complications raised in the international market in recent years are globalisation, technological advancement, constantly changing economic conditions and the COVID-19 pandemic. Apart from this, the pandemic and the global recession in the international market have posed the most destructive impact on the retail sector (Wertz, 2022). Due to the pandemic and inflation, profit and revenues have dropped significantly. However, retail companies that operate

through online marketing approaches, have faced comparatively lower challenges than traditional organisations. SainCo operates the business through traditional practices, which has increased its issues and complications during this time. The emergence of supply chain disruptions and complications has also affected the business performance of the retail company due to its business collaboration with stakeholders from different areas. Therefore, it can be stated that in the contemporary era, SainCo has faced a significant number of issues due to the emergence of complications in the international market.

Environmental issues

Sustainability concerns have increased drastically among consumers, policymakers and stakeholders in recent years. The retail sector can involve significant environmental complications due to its business activities and operations. Maintaining and protecting environmental sustainability has been identified to be the most challenging issue for the retail sector (Vadakkepatt *et al.* 2021). In addition, consumers across the world have focused on changing their shopping preferences and habits with the aim to eliminate environmental issues caused by retail companies. In this context, SainCo has faced destructive issues not only due to increased environmental issues but also due to constantly changing customer preferences and demands. Consumers have shifted their focus toward purchasing environmentally sustainable products from committed companies, which has affected the sales, profitability and revenue of various retail companies.

The practice of autocratic business management has affected the overall business performance and productivity at SainCo, which has eventually resulted in decreased revenue and profitability of the company. As per the opinions of Albizzati *et al.* (2019), environmental factors pose a crucial impact on the retail sector. Regarding this, SainCo has also faced difficulty in attracting and acquiring customers due to its traditional business management approaches. The company has faced complications regarding investment and technological areas also, which has posed a major impact on the business management and market position.

Ethical issues

Some of the most destructive ethical issues faced by the retail sector are using customer data for offering their preferred products or services. However, SainCo follows a traditional business management approach, which has helped the company to avoid this particular ethical complication. The company has faced ethical issues related to its workforce

management and leadership practices. **Transformational leadership theory** is basically a performance management model that deals with motivating and influencing employees through leadership approaches. It has been identified that the application of the approaches under transformational leadership can help in maintaining professional ethics within an organisation (Wangloan *et al.* 2022). However, SainCo follows an autocratic approach, which does not allow the company to maintain professional ethics along with upgrading the ethical practices related to the workforce. Therefore, the lack of an efficient leadership approach has increased ethical complications within the company.

Sustainability issues

One of the most destructive and challenging issues have been emerged as the concerns regarding sustainability in business organisations. The increasing concern among consumers aloof with enhanced sustainability issues has created major challenges. In addition to that, the emergence of the COVID-19 pandemic has created another major challenge towards maintaining business sustainability among retail organisations. Thereafter, the company faced issues associated with maintaining workplace sustainability, hygiene and employee safety during this time as it employed people from different locations. Therefore, designing suitable recommendations by considering these issues has become necessary for ensuring the survival and effective business performance of the company.

Importance of employee engagement and employee involvement in the company

The role of performance management towards achieving competitive advantage

Managing the performance of an organization is considered as a very influential and effective factor for achieving long-term sustainability and competitive advantages of a company. In the contemporary time, a significant increase of competition can be observed in the retail sector of the UK. Increasing the demand, increasing the number of companies are associated with increasing the intensity of the competition in this sector (Audenaert *et al.* 2019). This factor forced the retail sector to adopt modern performance management techniques in terms of ensuring long-term success. The system of performance management is focused on creating a specific culture, in that opportunities are provided for enhancing the performance. In the map of HRM, the performance management system is found as one of the most critical factors.

Leading organisations are associated with adopting the performance management system, that is linked with aligning the performance of the employees based on the strategic objectives and the vision of the organization (Richards *et al.* 2019). In simple terms it can be stated that a good system of performance management helps employees to evaluate and understand the specific goal of a company, and the strategies for achieving that particular goal are also understood effectively. Hence, it creates a direction for the employees regarding their roles for achieving the organizational objectives. The contribution and effect towards the overall productivity and growth of the business operations are understood effectively in the process of performance management system (Dangol, 2021). Hence, an overall growth and betterment can be observed through adopting performance management system in the business operations, and it in turn helps in gaining the competitive advantages for the long-term

For the context of SainCo, the company is a traditional firm that is associated with carrying out its management approach based on the application of an autocratic strategy of leadership. The new approach of performance management is found to be highly beneficial for the company, as it helps in maintaining the communication and collaboration with the employees in a consistent way. Besides that, the performance of the employees can be tracked and measured continuously, and it in turn helps in identifying the areas of improvement. Through the application of modern performance management processes, creativity, innovation capacity, and organizational behaviours are all measured. These factors are found as highly beneficial and effective for managing the overall productivity and performance of the firms in a systematic way. Appraisal, increment process can be carried out logically, and it in turn impacts positively in the overall productivity and performance of the firm (Mousa and Othman, 2020). As a consequence of this, long-term competitive advantages in the business operations are ensured. Through the adoption of a performance measurement system, SainCo can achieve a strong position in the retail sector through improving its productivity.

The significance of HRM on behavioural and performance outcomes

An effective system of HRM is essential for guiding the behaviours of the employees towards achieving desired organizational goals based on providing opportunities to improve the competencies and skill sets of the employees for the long-term. HRM plays a highly critical role in improving the performance and productivity of the employees. More specifically it

can be stated that the well-being of the employees are managed based on the good HRM practices (Aboramadan and Karatepe, 2021). This factor is indicated as very effective for maintaining the job satisfaction of the employees. A satisfied employee is more prone to work with the utmost potential. Besides that, organizational performance is also managed in a systematic way through the adoption of proper HRM policies for the employees in the business operations.

A proper HRM practice is essential for boosting the overall productivity and efficiency of the workforce. Preparing employees for the bigger tasks and responsibilities, the role of HRM is immense (Borst *et al.* 2020). These factors are significant in the holistic development of the employees at work. Long-term success of the business operations are managed as a consequence of this. The most effective role of HRM is to bridge the gap between the performance of the employees and the strategic objective of the organization (Ababneh, 2021). Behavioural changes are also seen, and these factors are linked with providing a particular direction to the employees for ensuring success. More specifically, the overall growth and productivity of the business operations are influenced through enhancing the HRM policy in the business operations.

Hence, HRM is observed as one of the most effective and leading factors for the business operations for ensuring long-term development and growth. A positive or productive culture is created depending on setting standard or ethical behaviour along with enforcing those standards in the organizational activities (Sobaih *et al.* 2019). Keeping all of these factors in consideration it can be stated that SainCo can ensure organizational behaviour and performance based on improving the HRM activities of the business operation.

Development of recommendations for short term and long term

Performance development planning

Performance development planning is a specific tool for facilitating communication between the supervisor and employees regarding the specific linkage between expected result of the organization and measurement of the performance. Employees standards can be increased effectively based on creating a performance development plan (Kiwia *et al.* 2020). Performance development planning is significantly essential in terms of improving the performance and productivity of the employees in the business operations, and long term

success is achieved as a result of this. Performance development planning for SainCo is as follows:

Goal setting

Setting a specific goal of performance is significantly essential for giving people specific targets to aim for. Besides that, through setting a goal employees can be able to get an idea regarding the path for the progression. Personal growth objectives for each of the employees are identified systematically through setting goals. Hence, goal setting is indicated as considerably essential in terms of developing the performance of the employees (George *et al.* 2019). Healthy competition between the employees are maintained, and it in turn impacts positively in ensuring long-term success. Therefore, it will be extensively effective and beneficial for the SainCo to create specific goals initially for developing the performance of the employees.

Measurement

Measurement consists of direct influence in understanding the growth or progression of the employees. The strengths, areas of improvement are identified through the measurement. In recent times, a diverse range of performance measurement tools are available. KPI metrics, PDP on this note is considered as beneficial for evaluating the productivity and performance of the employees (Kamble *et al.* 2020). SainCo Should use these performance measurements techniques and tools in its business operations for measuring the performance of the employees. Using these tools will be helpful for making decisions, and plans are adjusted according to the specific needs and situation. However, an internal performance measurement system is beneficial for driving results and enables an organization to learn from failure and success. Chances of developing the performance of the employees is considerably higher as a result of this. Use of KPI also provides opportunity to the employees to evaluate their own progress also.

Appraisal

Performance appraisal is another most important tool for ensuring the growth of a company and employees. The main importance of the performance appraisal is that it helps in evaluating whether the employees are being productive or is a liability for a company (Rojas-Lema *et al.* 2021). For the HR management, this factor is identified as considerably important, and the satisfaction and well-being of the employees are managed accordingly.

Keeping this factor in consideration, it is highly beneficial for the mentioned company to adopt the strategy of periodic performance appraisal for the employees. According to the performance of the employees, appraisal will be given. Chances for ensuring long-term success will be influenced systematically as a result of this. Besides that, adaptation of the performance appraisal policy enables employees to be recognized formally for their work.

360 degree Feedback

360 degree feedback is another beneficial tool, as it helps in gathering feedback on the performance of the employees, and suggestions to the employees can be provided accordingly. Hence, strengths, opportunities of improvement can be identified and evaluated very systematically based on the 360-degree feedback. Keeping this factor in consideration, it can be stated that adaptation of 360-degree feedback is significantly essential for ensuring the performance and productivity of the employees for the long-term. SainCo will be able to maintain a systematic approach for developing the performance of the employees.

Recommendation for performance management to competitive advantages

In terms of ensuring a very strong, stable and unique position in the business operations, it is important to maintain the performance of the business operations for ensuring long-term competitive advantages. Along with the performance management, behavioural management and several other outcomes including motivation, satisfaction of employees, quality of work should also be improved for gaining competitive advantages. SainCo should focus on managing all of these aspects for ensuring its plan for the performance development.

Behavioural improvement

For improving the organisational behaviours, SainCo should give focus on improving the accountability system, training and development programme for enhancing the skill set of employees, incorporate leadership development programmes and Altering the organisational culture. In addition to this, it is also essential to focus on technological development for ensuring the quality of the work. Technology plays a very crucial role for improving the accuracy and pace of work (Azevedo *et al.* 2021). Hence, these factors are needed to be focused in SainCo for improving the development and performance of the employees.

Performance improvement

Focus should be given on the personal growth of the employees for the performance improvement. This factor is effective for improving the motivation level and satisfaction level of the employees. A satisfied employee is more prone to stay in a company for the long-term (Wang *et al.* 2020). Besides that, training programmes should be incorporated in the SainCo for enhancing the skills of the employees. A significant improvement in the performance can be achieved as a result of this.

Improvement in other outcomes

TQM principles should be followed for improving the services and quality, and satisfaction level of the customers are ensured as a result of this. In addition to this, SainCo found a focus on improving its overall HRM policies including the policy of motivating employees, increment, hiring optimization for the better performance.

Critical appreciation of the proposed practices to support and improve employees' performance and achieve competitive advantage

Influence of the proposed practices for supporting performance management at the organisation

Performance measurement associated with several aspects of employees and the workplace of the company including the leadership approaches and training programs that are provided to the employees. The proposed practices across the workplace of the company could enhance the efficiency of the employees that will help in increasing the productivity of the company. Increased productivity is one of the significant factors of competitive advantage that is considered by modern HR management strategies. Retail businesses are associated with several sections that require a strategic management process for increasing the efficiency of the employees. Employees that are working across the retail counter require a good communication skill for achieving the satisfaction of the customers. Satisfaction of the customers on the other hand is another significant aspect of the business that acts as a driving force for achieving a competitive advantage (Kiyabo and Isaga, 2020). Therefore, HR professionals emphasise the satisfaction of the customers through bringing strategic HR management policies across the workplace of the company. The proposed practice will

influence the employees towards working across the company with high intensity of satisfaction.

The leadership strategies are the key driving force for enhancing the satisfaction of the employees that helps in supporting the performance management. Performance management strategies that are discussed in the preceding section of the study enhances the satisfaction of the employees and consequently enhances the productivity of the HR management. The behavioural improvement is a significant aspect of satisfaction of the customers that are considered by the HR managers of the company for increasing the productivity of the company through emphasising the satisfaction of both customers and the employees (Kamble and Gunasekaran, 2020). Satisfaction of the customers depends on the behaviours of the employees that are considered by the HR professionals and hence they provide training programs to them accordingly. These training programs and skill development programs influence the employees for enhancing the performance over the workplace of the company.

Significance of these practices for improving employees' performance

Performance of the employees depends on several aspects including management, leadership approaches, working environment, workplace culture and many others that are considered by the HR professional for increasing satisfaction of the employees. Management strategies are the main aspects of an organisation that impact on the satisfaction of the employees and consequently increases the productivity of the organisation. A strategic management approach across the workplace environment impacts on the job satisfaction of the employees across the entire hierarchy from leaders to the employees. Employees' performance also depends on the leadership strategies that are considered by the leaders during providing training to the employees. Transformational leadership and situational leadership are significant aspects of leadership that are considered by the operational managers for emphasising the creativity of the employees (Haseeb *et al.* 2019). As compared to traditional leadership approaches, transformational leadership has potential in bringing competitive advantage that is the most significant aspect of achieving long term success in the contemporary trading environment. Hence, leaders adopt such a strategic leadership approach for increasing the efficiency through bringing innovation as the transformational leadership has potential in bringing innovation across the workplace environment.

In addition to that, the working environment and workplace culture are two significant aspects of satisfaction of the employees and the productivity of the company that are discussed in the preceding section. Inclusion of employees across several cultural associations has potential in bringing innovation and flexibility that are key components of competitive advantage. In the case of retail businesses, employees are required to carry out several activities that require innovative approaches for enhancing sustainability (Mohammad and Wasiuzzaman, 2021). Managers provide training programs to the employees based on their cultural association that in turn helps in the satisfaction of the employees and thereby increases productivity over the workplace. Different employees from different cultural backgrounds are associated with different ways of thinking that make them come up with strategic unique approaches for the solution of relevant business problems. This becomes a precious competitive advantage that helps in achieving the sustainable goal and also helps in increasing the profitability. Profitability is the key aspect in terms of sustainability that is considered by the HR managers for achieving long term success across the market.

Role of the recommended practices towards achieving competitive advantage

Motivation, incentives, and rewards are three potential aspects of satisfaction of the employees that have potential for enhancing the productivity of the company. Among these three most significant concerns, leaders first emphasise the motivation of the employees through providing a good working environment, maintaining equality and diversity across the workplace, and leadership approaches (Arsawan *et al.* 2022). Providing these significant facilities among the employees leads to achieving the competitive advantage that is the main focus of the company. In the entire market, many competitors are coming up with strategic approaches that need to be considered by the operational managers and design and develop a strategic management approach for sustaining in the market. Managers provide incentive plans for attracting the employees that helps in increasing the efficiency of the employees. Employees who are associated with different technical backgrounds are considered by the operational managers for providing the live turning programs depending on the requirement of the company that increases the efficiency of the employees (Singh *et al.* 2019). Increased efficiency of the employees in turn helps in achieving the productivity of the company and also the motivation of the employees.

Potential limitations of these practices

Implication of aforementioned HR practices associated with several factors that include providing training programs and skill development programs to the employees. In terms of adopting strategic leadership approaches such as transformational leadership processes associated with potential risk that need to be considered by the HR professionals during the deployment of such strategy (Wang *et al.* 2019). In this scenario, HR professionals are required to bring a strategic approach for providing training programs to the employees that helps in enhancing the sustainability of the employees across the workplace environment. Besides that, inclusion of equality and diversity is also associated with significant challenges that include providing personalised training programs. However, implication of employees from different backgrounds has potential in achieving a competitive advantage. Managers are associated with different significant challenges that are faced during providing training programs to the employees. The performance measurement of the employees is the most significant aspect of bringing a competitive advantage that is considered by the leaders for achieving the competitive advantage. Soft skills and technical skills are two significant aspects of the employees that help in increasing the satisfaction of the customers and productivity of the company (Yasa *et al.* 2020). Hence, managers provide training programs to the employees to achieve the satisfaction of the employees and the productivity of the company. Consequently, managers face different challenges during achieving such competitive advantage across the competitive trading environment.

Conclusion

Performance of the employees across the retail businesses plays a key role in achieving a competitive advantage that is the main factor of businesses in terms of sustainability. The company SainCo adopted traditional approaches to the workplace for running the businesses thereby faced significant issues that could be overcome through adopting strategic HR management approaches. Workplace culture and working environment are two significant aspects of productivity of retail businesses that are considered by the HR managers for bringing a competitive advantage over the large trading environment. Leaders adopt a strategic leadership approach for enhancing the efficiency of the employees that assists in enhancing the productivity of the business and consequently impact on the sustainability of the business. Transformational leadership approach hence has potential in bringing a competitive advantage over the competitive market that is considered by the HR managers

for enhancing the efficiency of the employees. Across the literature that is published in recent years has been found to emphasise the transformational leadership approach for bringing innovative approaches. Innovation has become the main driving factor of retail businesses that are considered by the leaders.

Companies across the retail industry are bringing innovative approaches through adopting different strategic approaches across the HR department. Implication of advanced technological resources and inclusion of diversity and equality has potential in bringing innovation over the workplace environment. Innovative approaches increase the efficiency of the employees and the business and also increase the motivation of the employees, which is one of the precious aspects of sustainable business practice. Hence, the performance appraisals of the employees that are associated with the company might help in increasing the efficiency of the company that will consequently help in sustaining in the competitive market. Based on findings and discussion it can be concluded that a strategic approach in the HR department for appraising the performance cloud leads to enhance the efficiency of the employees and will help in achieving the competitive advantage.

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