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Introduction

Continuous performance management was something that was thought to be necessary by the Western Counties Fire Brigade company. Their rules and practices for performance management were poor and had been around for a long time. While the organization utilized its ineffective performance management system, they were squandering their time. As a result, the organization modified its method to include regular one-on-one meetings and provide constructive and positive feedback to employees. Now, each employee is evaluated based on their performance and how well they accomplish their goals.

Continuous Performance Management and its significance to the organization will serve as the focus of this assignment. It will address various topics of CPM, such as the difficult issues of managing performance throughout the performance management process. Additionally, information on how culture, change, and leadership influence performance management will be discussed. In addition to this, a variety of CPM-related theories, such as the goal-setting theory, and the Scientific theory of management, will be discussed throughout the assignment.

Continuous Performance Management

Continuous Performance Management, sometimes called CPM, is a contemporary method that emphasizes employee performance within an organization's workforce. It makes it possible for organizations to establish a trustworthy atmosphere in which workers are given the authority to assume responsibility for their own professional growth. The culture of genuine continuous performance management encourages employees to help one another by providing various real-time feedback. This feedback can take many forms, including constructive criticism, positive acknowledgment, and instructional guidance. This method creates an environment conducive to continuous improvement and motivates people to actively contribute to their professional development. Studies have shown that certain components of CPM are beneficial as a tool in boosting the overall well-being of the workforce in a variety of ways. For example, according to the findings of a study that was carried out by Singh (2018), continuous performance-based feedback is regarded by employees as a kind of fairness.

CPM is an up-and-coming worldwide trend in human resource management that is completely altering how performance management is carried out in businesses. CPM has transformed performance management from a process that focuses on transactions into a more employee-centered process that assists people in their professional growth (Pagdonsolan et al., 2020). Management of performance is an essential component of the human resource function in any organization since it ensures that employee performance is in line with the aims and objectives of

the organization. The methods of performance management that businesses and other organizations employ are undergoing profound shifts all around the globe at the moment. CPM is replacing the traditional annual performance review that many businesses used in the past. According to Eyoun et al. (2020), millennial employees are ready to receive feedback on their performance frequently. This CPM practice would serve these employees more effectively. CPM is distinguished by the cooperative process by which employee goals are established in conjunction with their management. There are more regular dialogues regarding performance between a manager and a subordinate, and it is a discussion that goes in both directions. Because of the extremely competitive global world in which organizations operate, cultivating highly competent personnel and keeping them on staff is of the utmost importance for both financial success and continued existence. The use of performance management is becoming increasingly popular as a means of fostering staff growth.

The desire for autonomy is common among members of Generation X (Herrity, 2023). They are more likely to value approaches of continuous performance management that provide them with the opportunity to take responsibility for their work and advancement. It is possible that allowing them the autonomy to determine their own objectives and take advantage of possibilities for professional growth will be highly accepted. Generation Z is the first to have grown up in a digital age (Gaidhani, et al., 2019). Traditional annual performance assessments might not appeal to them as much as other types of feedback such as shorter feedback loops, continual check-ins, and informal contacts. They are at ease with technology and have come to expect that it will be incorporated into various aspects of their lives, including the work that they do. Continuous performance management systems that make use of digital platforms, mobile apps, and online tools are in accordance with their preferred technical configurations, and they have the potential to increase employees' engagement and participation.

In a variety of human resource activities, organizations work hard to advance employee performance, encourage employees, and increase employee performance. Recently, the performance appraisal system and performance management have become key concerns for organizations, which has led to the development of a performance management system in order to address these challenges and address these concerns. The aggregate performance of an organization's personnel, including management, is what determines the organization's overall level of success. The key to the success of any company is to conduct precise evaluations of employee work and to use that data to its full potential as a valuable resource. According to Mangipudi et al. (2020), it is vital to accurately monitor the performance of both employees and

organizations in order to achieve a competitive advantage in the industry. A management system that is both effective and efficient is included as part of the performance management system. This management system assesses the performance results of organizations and the individuals who work for those organizations. A better level of employee engagement and a more engaged staff are the direct outcomes of successfully implementing a performance management system. It has been demonstrated that the level of employee engagement has a major impact on staff performance. The system of performance management functions on four distinct levels, including managerial leadership, infrastructure, human resource practices, and the working environment. All of the many groups that are a part of the system must maintain open lines of communication.

Importance of Continuous Performance Management

It is of the utmost importance for an organization to put CPM practices and policies into effect because of the potential impact they can have on the job autonomy and motivation of the workforce. Furthermore, it has a considerable but relatively insignificant impact on the revenue intentions of workforce members working in international corporations. Because of this, it is essential to provide a CPM system that is not only collaborative but also quick and ongoing. Because of this, the workers will experience growth and improvement in both their professional and personal lives, which will, in the end, lead to increased levels of performance in the workforce.

It will be much simpler to provide the necessary real-time capital and resources to employees for growth and improvement if the practices and processes are modified to include ongoing check-ins with employees and feedback from those employees (Kriegel, 2022). Every employee in the company will comply with the appropriate standards if a plan is described in depth and documented to ensure continuous feedback and annual performance reviews. Establishing a culture of never-ending expansion and refinement will allow businesses to observe its fruition through tangible results.

Impact of Organizational Climate on Continuous Performance Management

The aggregate of psychological climates, which are people's views towards the places in which they work, constitutes the organizational climate. However, due to the fact that it is dependent on the views of workers, accurately identifying the climate that exists inside an organization is not a simple task. Nevertheless, it cannot be denied that the environment significantly impacts how employees think about their feeling of belonging, personal connections, and their performance at work (Berberoglu, 2018). In addition, it has been shown that the repercussions of the perceived

organizational environment include notions such as organizational commitment, work happiness, power, and affiliation.

The idea of organizational climate is one of the more recent ones to emerge in the field of management science. Its significance has grown over the years because it reveals the character of the organization independent of its goals or who owns it. The environment inside an organization is one of the crucial and delicate issues that must be researched, particularly at the COVID-19 conference. This is because the organizational climate has a role in determining how successful organizations are, and it also increases employees' efficacy in comprehending and accepting the organizational climate (Pradoto et al., 2022). This is in addition to preventing dissolution and ensuring that the climate is consistent with the capabilities and requirements of workers.

In many companies in today's era, performance management is a factor that contributes to unhappiness. The existing practices and procedures used by many organizations have no positive effect on the company's performance. According to Chowdhury et al. (2018), they do not perceive any beneficial returns on investment for the time spent on performance management. Nevertheless, the findings also indicate that performance management, when carried out effectively, has a beneficial effect not just on the performance of individual employees but also on the performance of the organization as a whole. Establishing a system that both employees and managers feel is fair is essential if one wishes to reap the benefits of performance management in the form of excellent company outcomes.

According to Brown et al. (2019), positive employee reactions and outcomes emerge when a performance management system is seen to be fair, and employee centered. It is essential to play a significant part in ensuring that performance management systems are effective in the sense that they are viewed as leading to fair and equal outcomes for workers.

The impact of organizational structure on continuous performance management practices can be significant (Kokemuller, 2019). The structure of an organization determines how communication flows within the company. In a hierarchical structure, where decision-making authority is centralized, feedback and communication may be limited. This can hinder the effectiveness of continuous performance management, as timely feedback and communication are crucial for ongoing performance discussions and improvements. The organizational structure can influence the relationship between managers and employees. In a flat organizational structure or a structure that encourages collaboration and open communication, managers may have more frequent and

informal interactions with their employees. This facilitates regular performance conversations and allows for immediate feedback and coaching. Conversely, in a more hierarchical structure, managers may have limited contact with their employees, making it challenging to maintain continuous performance management practices.

Role of Leadership in Performance Management

Outstanding leaders can see their teams as complex puzzles, which compels them to build exhaustive plans and tactics to direct their team's development from the forming stage through the storming and norming stages, and finally to the performing stage. A positive and good leader can make and run teams smoothly (Hartinah et al., 2020). These remarkable leaders have unwavering faith in the efficacy of synergy and are cognizant that genuine harmony does not necessarily necessitate mental or behavioral conformity. In addition to the innate personality traits and leadership abilities they possess, these amazing individuals have the ability to skillfully oversee the performance of their team to ensure that all members are actively engaged.

They are able to accomplish this through the utilization of efficient performance management strategies. These strategies include the formulation of performance expectations, the conduct of routine reviews of performance progress, and evaluations that compare performance to goals that have been established in advance. ⁴⁹ There is a positive correlation between organizational performance and knowledge-sharing practices (Muhammed & Zaim, 2020). When beginning conversations within the performance cycle, these skilled leaders always make it a priority to explain the reasoning behind why certain standards have been established. They are aware that these types of talks ought to result in three primary outcomes: comprehension, alignment, and agreement. Consequently, they place great importance on making sure that all team members have a clear understanding of the goals, enabling them to direct their efforts toward achieving the intended results while adhering to the necessary behaviors and attitudes. These goals have been carefully created ⁴ to be SMART, which means that they are specific, measurable, attainable, relevant, and time bound. They also provide clear instructions for the actions that team members should take.

In addition, these excellent leaders can cultivate an atmosphere inside their teams in which individual members respect their contributions to the group and understand that their ⁴⁵ work is essential to the success of both themselves and the organization. They encourage a feeling of significance and gratitude among the team members, reiterating the concept that the members' combined efforts play an essential part in accomplishing the group's objectives. As stated by Iskanto (2020), leaders must have policies to solve HR-related problems.

In essence, excellent leaders perceive their teams as intricate riddles, which compels them to formulate and implement strategies to direct their teams' advancement through various stages of development. Their capacity to foster synergy, especially in the face of contrasting points of view, is of the utmost importance. These leaders can effectively manage their teams' performance by setting expectations, monitoring progress, and evaluating results compared to predefined targets. They do this consistently by explicitly communicating the objective behind setting expectations to foster understanding, alignment, and agreement in the process. According to Ekhsan et al. (2020), optimal and best performance can be obtained through support from executives and leaders. These expectations are designed to be SMART, which means that they enable team members to concentrate their efforts on achieving specified, measurable, attainable, relevant, and time-bound goals. In addition to this, effective leaders foster an atmosphere inside the team in which individuals are made to feel valued and are made aware of the significance of ⁴⁸their contributions to the achievement of individual and organizational goals. Exceptional leaders will apply these strategies in order to propel their teams toward peak performance and overall excellence.

Role of Change in Performance Management

When faced with change, people and teams often need to establish new objectives and standards for themselves. When companies go through transitions such as reorganizing, expanding into new markets, or implementing new technology, performance management can assist in aligning the goals of employees with the organization's new course of action. Due to these changes, instability and turbulence can occur (Hanelt et al., 2021). It entails explaining the changed goals and performance expectations, assuring clarity, and defining new metrics for measuring success. Change may necessitate reevaluating the performance measures and indicators already in place to ensure that they are still relevant and aligned with the new organizational context. For instance, if a firm decides to alter its focus from increasing revenue to ensuring the satisfaction of its customers, performance management will need to adjust the measures under this decision. This makes it possible to conduct a more accurate performance evaluation and provides support for the shifting priorities of the organization.

Role of Culture in Performance Management

An organization's performance management strategies are significantly influenced by the culture that permeates the organization. The organizational culture affects how performance is defined, measured, and managed, as well as the efficiency with which performance management systems operate. It tends to influence the attitude and behavior of employees and organization members (Caro et al., 2020). The expectations and standards that are set for employee performance are

influenced, in part, by culture. Some cultures may heavily emphasize individual performance and competition, while collaboration and teamwork may be highly prized in other cultures. This can vary greatly from culture to culture. These cultural norms not only define the criteria by which performance is judged but can also influence the goals and targets set for individuals and teams. The degree of perceived transparency and fairness in performance management systems can be attributed, at least in part, to cultural factors. In some cultures, there is a high emphasis on meritocracy and justice, with transparent performance criteria and evaluation methods. This may not be the case in other cultures. On the other hand, performance management may be influenced by subjective assessments or personal ties in cultures where power distance and hierarchy are more common. The cultural context influences the employees' perceptions of fairness in performance evaluations, which can affect the employees' motivation and commitment levels.

Theory Related to the Importance of Performance Management

The Scientific Theory of Management

The scientific theory of management, which was first forward by Frederick Taylor, is centered on the idea that organizations may be more effective in terms of efficiency and productivity by using methodical procedures and scientific analysis (Taylor, 2023). Even though Taylor's theory focuses primarily on production procedures, it also affects how performance is managed. Taylor was a proponent of standardizing work procedures to remove inefficiencies and differences in the workplace. This can be implemented in the context of performance management by creating clear performance criteria and expectations for employees.

The diverse experiences, skill sets, and personalities of managers each bring something unique to the table in terms of how they approach managing performance. They might communicate in different ways, use different methods of coaching, and have different expectations. In order to achieve standardization in performance management, it is necessary to align these various methodologies, which can be a difficult undertaking. Since performance evaluations entail judging individual behaviors, talents, and contributions, they are frequently fraught with subjectivity. These elements might be interpreted and prioritized in a different order by various managers, which would result in inconsistent ratings. Standardization seeks to provide unambiguous evaluation standards, but it is essential to strike a balance between objectivity and flexibility in order to account for the variances that exist between individuals. In order to overcome the challenges, the organizations should allow managers and employees to give feedback on and review the KPIs to guarantee that these are correspond to their roles and responsibility (Hancock, et al., 2018).

Taylor was the first to establish time and motion studies to analyze and improve work procedures (Jacobs, 2019). This idea can be used for performance management by analyzing how personnel carry out their responsibilities and locating specific areas where there is room for increased productivity. Organizations can implement measures to improve their efficiency if they first analyze the amount of time it takes to complete each task and then identify any bottlenecks. Taylor emphasized how important it was to provide people with the right training to improve their abilities and level of productivity. This notion is translated into performance management as providing employees with training and professional development opportunities to improve their performance. Organizations can increase overall productivity by investing in their employees' growth and providing them with the appropriate skills.

Goal Setting Theory (GST)

Goal setting theory (GST) has been the most prominent theoretical framework for goal-setting interventions (Locke & Latham, 2019). Performance management and goal-setting theory have a close relationship because goal-setting theory lays the groundwork for efficient goal setting within the context of performance management. GST emphasizes the significance of defining objectives that are both explicit and detailed. Employees are given crystal-clear performance expectations and objectives to strive towards as part of performance management. Employees' motivation and overall performance may be significantly improved when clear expectations are communicated to them in the form of well-defined objectives that outline exactly what is expected of them. GST is a theory of motivation that explains the relationship between conscious goals and task performance (Jeong et al., 2021). According to the goal-setting hypothesis, establishing objectives that are too difficult to achieve will result in lower motivation and performance levels. Performance management is a process in which managers and employees work together to establish objectives that push people to achieve the best of their abilities. Motivating people to put in the required effort and strive for greatness may be accomplished by setting both demanding and achievable objectives simultaneously. The philosophy of creating goals emphasizes how important it is to fully commit to those goals to achieve the desired results. When workers are actively engaged in the process of goal setting, it increases the likelihood that they will be dedicated to attaining those objectives. This is an important consideration in performance management. Employees are more engaged, motivated, and focused on their performance when they are dedicated to the objectives that they have set for themselves. Evaluation of an employee's performance concerning predetermined objectives is an essential part of performance management. Creating goals posits that the successful completion of objectives has a beneficial influence on motivation and performance. In order to further reinforce excellent performance,

managers can give recognition, prizes, and chances for professional growth when they conduct goal accomplishment assessments.

Companies that focus on the effective goal setting will always thrive and succeed in performance management (Gogoi & Baruah, 2021). The cycle of improvement that results from the combination of goal setting theory and continuous performance management can be thought of as a cycle. Individuals are responsible for formulating goals that are congruent with the objectives of the business, and then, as part of continuous performance management, they receive feedback and assistance to help them work toward achieving those goals. Individuals are able to adapt their performance, learn from their experiences, and make essential improvements with the assistance of the feedback they receive. A culture of continuous improvement is fostered through an iterative process of goal formulation, evaluation, feedback, and modification. Within this culture, individuals are encouraged to continually improve their performance and attain higher levels of success. The philosophy of goal setting is complemented by continuous performance management, which provides a framework for continual evaluation, feedback, and progress. The performance of individuals is continuously monitored and evaluated using a variety of approaches. KPIs and 360 feedback are used as performance evaluation (Yinghui & Wenlu, 2015). This method helps managers to deliver feedback that is timely and constructive, recognize achievements, and identify areas in which there is room for development.

Performance Measurement Approaches

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Key Performance Indicators

Key performance indicators (KPIs) are specific measurements associated with an organization's aims and objectives (Hristov & Chirico, 2019). They offer a quantitative measurement of performance, which can be used to evaluate progress and figure out areas that need to be improved upon. The company is able to determine the KPIs that align with the goals. These should be measures that directly represent how far businesses have come in the direction of attaining goals. KPIs assist organizations in better aligning their efforts with the aims and objectives of their strategic plans. KPIs guarantee that the organization's resources and efforts are focused on activities that contribute to the success of the organization as a whole by identifying and tracking the most important measures.

KPIs offer a quantified method of evaluating performance. They make it possible for organizations to monitor the progress of their activities, compare the results of those initiatives, and evaluate how effectively those initiatives work. Clarity is achieved using measurable outcomes, which also

makes it possible to make decisions based on evidence. KPIs make it possible for businesses to evaluate their performance objectively. They are able to evaluate their strengths, flaws, and opportunities for progress by keeping a close eye on the essential data. It is considered a task-centric metric (Haber & Schryver, 2019). KPIs serve as a foundation for benchmarking, the identification of performance gaps, and implementing solutions to improve performance. KPIs encourage accountability by explicitly outlining what is expected of employees and the outcomes that are sought. They make it easier for everyone throughout the organization to have a common grasp of performance goals and provide a shared understanding of those goals. Individuals and teams are encouraged to take responsibility for their respective areas of responsibility when performance is measured and shared.

KPIs serve as early warning signs, if possible, problems or performance deviations occur. Monitoring KPIs consistently enables organizations to spot problems or trends that warrant further investigation. This makes it possible to intervene promptly and take remedial actions to address difficulties before they become more severe. KPIs are the engine that forces organizations towards a culture of continual development. Monitoring performance indicators allows organizations to locate areas that could be improved and implement improvements that would increase efficacy, productivity, and overall quality. KPIs serve as a foundation to establish goals, assess progress, and develop and improve strategy. KPIs can be offered to every employee and team member (Lackey, 2019). The use of KPIs makes for more efficient communication and decision-making at all levels of an organization. They provide a consistent language and set of measurements that stakeholders can use to discuss performance, make decisions based on relevant information, and correctly allocate resources. KPIs make it possible to have conversations that are driven by data and help align diverse teams and departments. The use of KPIs provides the foundation for identifying and rewarding outstanding performers. When performance is monitored objectively, companies can determine whether individuals or teams regularly meet or surpass their goals. Motivation, engagement, and a culture that values positive performance are all bolstered when accomplishments of this nature are acknowledged and rewarded.

360-Degree Feedback Method

An individual's or team's performance is evaluated using the 360-Degree feedback method, which entails collecting input from a wide variety of stakeholders, such as superiors, peers, subordinates, and consumers, to obtain a holistic perspective on that performance. It offers a comprehensive evaluation and assists in locating areas that could be used for improvement. A

full evaluation of an individual's performance can be obtained through the utilization of 360-degree feedback, which involves collecting feedback from a wide variety of individuals, such as superiors, peers, subordinates, and even, in certain cases, external stakeholders or customers. This approach considers several different points of view, providing a more comprehensive and holistic assessment of an individual's strengths, shortcomings, and overall performance. The possibility for biases or limits inherent in single-source evaluations is reduced when using 360-degree feedback because this type of feedback gathers input from various stakeholders. It makes subjective judgments less likely and provides a more objective evaluation of an individual's performance. Feedback from all angles, or 360 degrees, indicates areas where an individual can develop and shows their strengths. This input can be utilized to construct focused development plans and training opportunities that address specific areas of improvement, ultimately leading to improved overall performance and professional progress.

The input acquired through 360-degree assessments can boost a person's self-awareness by illuminating their areas of strength, weakness, and blind spot. This knowledge can assist individuals in making well-informed decisions on their own development, improve their self-management capabilities, and foster personal development. The scope of 360-degree feedback does not stop at an individual's performance; rather, it has the potential to reveal useful information about the dynamics of a team as well as the efficiency of an organization. Through analyzing patterns and themes in the feedback, organizations can uncover systemic issues, increase collaboration, and address areas of concern that may be affecting the overall performance of the team or the organization.

Challenges of Managing Performance throughout the Performance Management Process

The lack of resources ranks as the challenge most commonly associated with performance management, such as lack of staff who can measure and analyze data ranks first; incompatible systems to collect useful data ranks third; and lack of tangible incentives ranks fourth. Without tangible incentives, such as requirements to meet or rewards at organizational and personal levels, it could be difficult for staff members to allocate their limited time to analyze data (Kim et al., 2019). Organizations must first know how to use the information to analyze the data collected. When an organization is still struggling to figure out how to use performance information, it is unsurprising that it cannot transition into the analysis stage. Board support is still an important driving factor for using performance data to improve performance.

In order to effectively manage performance, it is essential to provide feedback that is both timely and helpful. On the other hand, managers may have difficulty providing feedback in a manner that

is not just instructive but also inspiring to their employees. To properly provide criticism, one must have subtlety, empathy, and a focus on specific, tangible activities that may be taken to improve. It might be difficult to get an accurate measurement of performance. Businesses must devise suitable metrics and methodologies in order to conduct objective performance reviews of staff members. In order to account for the entire scope of an employee's contributions, it is essential to find a middle ground between quantitative and qualitative evaluation methods. Embedded biases can favor certain employees while implying other employees (Ellevate, 2021).

When it comes to performance management, bias may substantially influence both the efficacy and fairness of the process. Managers can display unconscious prejudices based on their own personal preferences, preconceptions, or even their own prior experiences. The halo effect, also known as overgeneralizing good attributes; the horns effect, also known as overgeneralizing negative traits; and effect, also known as putting too much weight on recent achievement, are all examples of common forms of bias. To be able to overcome prejudices, awareness and training are required, as well as the implementation of objective assessment standards. It is often difficult to get workers involved in the performance management process. Employees may choose not to participate in the process or fight it if they see it as being bureaucratic, unjust, or unconnected to the job that they really do. Fostering open communication among workers, having employees participate in goal setting, and promoting self-assessment and reflection are all important ways for organizations to encourage employee participation. Employee engagement is imperative (Haipeter, 2020). ⁵¹ One of the most important aspects of performance management is identifying problem areas, coming up with solutions, and creating learning opportunities. However, effectively establishing growth programs adapted to each individual's requirements may be a tough endeavor. Managers have a responsibility to help their workers' professional development by providing resources, training, and coaching opportunities. Both motivation and retention need to be acknowledged and be rewarded for good performance. On the other hand, coming up with acceptable ways for incentives and recognition might be challenging. It is essential to ensure that incentives are in line with performance and that they promote the desired behaviors. Fairness and openness in compensation systems are also vital for preventing sentiments of inequality among employees, which is essential for maintaining employee morale.

Dealing with employees performing below expectations is a touchy and difficult performance management component. Issues relating to employee performance need to be addressed expeditiously and constructively by managers. In order to do this, it is vital to have challenging

talks, to set clear expectations for growth, to provide assistance, and, if required, to take appropriate disciplinary steps.

Reflection

One of my primary goals is to continuously develop my skills by applying the information and experience I gain. To maximize my study schedule's efficiency, I will use my knowledge of various time management approaches. Effective time management can lead to higher productivity (Martins, 2022). It will organize assignments according to their importance, divide them into more manageable chunks, and set up specific time to focus on each study area. I can make the most of my study time and prevent myself from putting things off by employing tactics that help me manage my time more effectively. I would actively engage in various learning approaches, such as summarizing essential concepts in my own words, teaching the topic to others, or participating in discussions or study groups. Those are just a few examples. My comprehension is enhanced, my ability to retain information is strengthened, and my capacity for critical thinking is developed thanks to these strategies. I would make excellent use of all the resources, including traditional books, digital resources, academic databases, and educational websites. Because I use a wide variety of resources, I can acquire a variety of viewpoints, obtain access to extra information, and expand the breadth of my knowledge.

Conclusion

In contrast to the traditional method of conducting employee evaluations, continuous performance management does not rely on feedback from higher-ups. Establishing open lines of communication and maintaining an open and honest discourse is essential for continuous performance monitoring. This contributes to the growth of trust in the company. When employees are allowed to contribute to an ongoing discussion, it gives them the impression that their opinions matter. They must be aware that they have a forum in which to voice any complaints or concerns they may have. It enhances communication, helps to improve interactions between employers and employees, and encourages employee engagement and retention.

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