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Executive summary

This report outlines the development of a new performance management framework tailored for SainCo, a retail organization with 2000 employees spread across 10 locations. Founded in 1965, SainCo has traditionally operated under an autocratic management style but now recognizes the need to modernize its approach in response to evolving industry dynamics. The report provides recommendations for both short-term and long-term strategies aimed at optimizing organizational performance and enhancing employee engagement. Performance management is crucial for setting work goals, evaluating performance, and providing feedback to employees. The report discusses various performance appraisal methods, including the self-appraisal method, peer appraisal method and 360-degree feedback method, which SainCo can adopt to ensure effective performance evaluation. Organizational concerns, such as goal alignment, support for line managers, and defining performance metrics, are also addressed. The report emphasizes the importance of aligning the performance management system with organizational goals and fostering employee engagement to drive growth and success. Employee concerns, including work-life balance, organizational climate, and communication, are identified as crucial factors impacting employee satisfaction and performance. To address these concerns, the report recommends implementing flexible work arrangements, improving communication channels, and fostering a positive organizational culture. Furthermore, the report highlights the significance of employee engagement and involvement in enhancing organizational performance. Strategies for enhancing engagement, such as offering meaningful work, creating a positive work environment, and implementing recognition and reward systems, are discussed in detail. In conclusion, the report offers both short-term and long-term recommendations for SainCo's performance management strategy. Short-term recommendations include implementing regular performance assessments and feedback sessions, while long-term suggestions involve creating comprehensive career development routes and fostering a culture of recognition and gratitude. By implementing these recommendations, SainCo aims to enhance employee satisfaction, drive performance, and ensure its long-term success in the competitive retail market.

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Introduction

SainCo, founded in 1965 by Sir William Sain, has grown from a small family-owned retail enterprise to a major leader in the industry. SainCo, which employs 2,000 people in 10 locations, reflects tradition via its authoritarian management style. Recognising the need to remain competitive in today's changing industry, SainCo recognises the need of using current performance management strategies. Inspired by ideas obtained at a recent performance management conference, the CEO is resolved to take SainCo in a more progressive direction. This paper dives into SainCo's evolution, evaluating its expansion strategy and the need of improving performance management. Through a comprehensive analysis encompassing Porter's Five Forces model, performance management processes, and organizational and employee concerns, the report aims to offer actionable recommendations tailored to SainCo's unique context. By implementing these recommendations, SainCo endeavours to foster growth, enhance employee satisfaction, and ensure its long-term viability in the competitive retail landscape.

Strategies for SainCo.'s Expansion

To achieve competitiveness in the current dynamic business landscape, SainCo must establish strategic objectives. An initial essential step involves undertaking a thorough analysis of the competitive environment through the application of Porter's Five Forces model. This analysis aims to provide insights into the various growth opportunities available to the organization. Porter's 5 forces of competitive advantage illustrate how organisations can get a competitive advantage in their industry (Goyal, 2021).

Porter's Five Forces Analysis

According to Bruijl (2018) Porter's Five Forces framework, introduced by Harvard Business School Professor Michael Porter in 1979, is a powerful tool for assessing competitive dynamics in industries. It identifies five key forces—threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes—that shape competition and impact an organization's profitability. By understanding these forces, organizations can better strategize to navigate industry challenges and enhance their competitive advantage. Below is an in-depth examination of Porter's Five Forces analysis for SainCo:

Threat from New Entrants:- Although SainCo has a strong presence and a diverse product portfolio, the moderate risk posed by possible new competitors remains. This vulnerability is related to barriers such as brand loyalty and legal restraints, which are especially noticeable in specialized market niches.

Bargaining Power of Suppliers:- SainCo's supplier bargaining power varies across product categories, with essential items facing limited negotiation leverage while specialized products may encounter stronger supplier influence, potentially impacting profitability.

Bargaining Power of Buyers:- Although SainCo has a loyal client base, buyer influence remains significant, especially in strongly competitive areas. This situation emphasises the importance for SainCo to continually differentiate itself by providing excellent products and customised experiences, assuring long-term competitiveness and customer happiness.

Threat substitute products or services:- SainCo faces the ongoing challenge of substitute products in a dynamic retail landscape, requiring continuous innovation and adaptation to stay ahead of evolving consumer preferences and technological advancements.

Intensity of competitive rivalry:- Intense competition characterizes SainCo's industry, which includes both traditional and online stores, requires uniqueness through product innovation, great service, and creative marketing strategies in order to maintain a competitive edge.

the firm benefits from a significant presence and a varied product range, it confronts challenges from new entrants, the variable negotiating power of suppliers and buyers, prospective alternatives, and fierce competition. To effectively navigate these dynamics, SainCo must focus on strengthening brand loyalty, cultivating balanced supplier relationships, differentiating through exceptional products and experiences, fostering innovation to stay ahead of competitors, and continuously innovating and differentiating to maintain a competitive edge in the marketplace.

(A)Performance management

Performance management involves a comprehensive set of strategies aimed at optimizing the value employees bring to an organization, focusing on enhancing and sustaining their performance aligned with the company's objectives. It comprises a range of practices treated collectively rather than as isolated actions (CIPD, 2023).

Process of performance management

The strategy for managing performance should be a flexible and ongoing process where managers and employees work together as partners. It's more about planning for future performance improvement rather than just looking back at past performance. This approach encourages regular conversations between managers and employees about performance and development needs. It focuses on measuring what is achieved compared to what was expected, including goals, standards, and performance indicators. It also considers the skills and knowledge needed to meet those expectations. By identifying these needs and assessing how well skills are used, areas for development can be pinpointed (Grigore, 2009).

According to Torrington (2014, pp.119-203), the performance management system follows a cyclical process, beginning with the delineation of organizational or work group objectives and subsequently cascading them into individual-level objectives while identifying necessary development efforts. Subsequently, individuals deliver their performance, which is monitored by managers, constituting a pivotal stage within the continuous performance management cycle where coaching and ongoing feedback are integral. Finally, an assessment of performance occurs, potentially leading to rewards, before the cycle recommences. The key stages of this cycle are elaborated upon below.

business mission, values, objectives and competencies:- Before planning and managing individual performance, organizations typically define their overall performance requirements, often through a mission statement that provides a guiding theme. Additionally, strategic business objectives are identified to remain competitive and align with the organization's mission, alongside core values and essential competencies. These organizational objectives are crucial as they are often cascaded throughout the organization to ensure individual objectives contribute to their attainment.

(I) Planning performance : Managers and employees work together to set specific and measurable objectives, focusing on outcomes rather than just tasks. Prioritizing objectives using the SMART criteria helps align individual and organizational goals. Regular review meetings between managers and employees ensure progress and adjust objectives as needed, involving employees in the process. Simply handing out job descriptions or objectives is not enough; everyone needs to understand and contribute to performance expectations.

(II) Monitoring performance : Managers support employees in achieving performance goals by providing resources, training, and guidance. They help overcome obstacles and adjust goals when needed. Through coaching and feedback, managers help develop employees' skills, and regular reviews ensure effective communication and planning.

(III) Appraisal/performance review : Performance reviews typically happen annually or semi-annually, whereas monitoring involves brief meetings to track progress toward goals. Reviews provide a comprehensive assessment of an employee's development plan, considering overall performance, key insights, and career growth. They involve evaluating performance and receiving feedback, sometimes using methods like 360° feedback involving peers and managers. Effective reviews include a two-way conversation where employees assess their performance, offer and receive feedback, and discuss team dynamics and managerial effectiveness.

(IV) Reward :- Performance management systems, including performance reviews or appraisals, can be utilized to distribute rewards, which can be either financial or non-financial. While much discussion focuses on financial rewards, there is also recognition of the effectiveness and general acceptance of performance management systems in facilitating non-financial rewards such as training opportunities, improved work environment, and positive supervisor-employee relationships.

(1) Performance appraisal :-

According to Torrington (2014, p.195) traditional performance appraisal systems are usually HR-designed processes where line managers assess employee performance annually using detailed forms stored by HR, leading to infrequent performance discussions.

Performance appraisal, commonly known as a performance review, serves as a platform for individual employees and their evaluators, typically line managers, to engage in conversations regarding each person's performance, growth, and the necessary support from the manager (CIPD, 2011).

Performance appraisal approaches

According to Hutchinson (2013, pp.123-127) choosing who appraises depends on culture, goals, employee type, job nature, and resources. Traditionally, it's the line manager, but diversity is growing due to fairness concerns. Methods vary, including self-assessment, peer, subordinate, customer feedback, and multi-level appraisal.

(I) Appraisal by immediate line manager : The most widespread method of performance evaluation is appraisal by the immediate line manager, known as downward appraisal. This formal process, as in Hutchinson(2023) a survey by Wolff in 2005, typically involves a one-on-one meeting between the employee and their manager, often incorporating a self-assessment component. It operates on the premise that the manager, due to their regular interaction with the employee, is best positioned to assess performance and offer guidance. However, this method is susceptible to subjectivity and bias, highlighting the importance of fostering effective communication and trust between both parties. Cultural variations, such as preferences for group-based evaluations in collectivist cultures, should also be considered.

(II) Self-appraisal : Self-appraisal involves individuals evaluating their own performance and is often integrated with other methods like downward appraisal and 360-degree appraisal. Its popularity has surged in recent years, with 30 percent of organizations reporting its use in a CIPD survey, and over half of them deeming it effective. Self-assessment fosters reflection on performance and development needs, contributing to a sense of fairness and commitment among employees. However, individuals tend to rate themselves either too leniently or too harshly due to factors like personality traits, job pressures, and past feedback experiences. To

mitigate biases, it's recommended that rewards not be tied to self-appraisal outcomes, and clear objectives and competencies must be understood for effective self-assessment..

(III) Upward appraisal : Upward appraisal entails direct reports anonymously evaluating their manager's performance, a practice increasingly adopted in various organizations. Often integrated into multi-level feedback systems, it complements traditional downward appraisal methods. The rationale behind this approach is to empower employees, foster commitment, and encourage a more participative management style by soliciting feedback on managerial behaviour. However, managers may perceive it as threatening, leading to resistance and limited adoption. Effective communication between direct reports and managers is crucial for its success.

(IV) Peer appraisal : Assessment by colleagues, suitable for team-based reviews or organizations with less hierarchical structures, is often most effective when integrated with other methods. Despite limited research on the validity and reliability of peer ratings, it's reasonable to suspect they're prone to similar biases as upward and downward appraisals. Colleagues may hesitate to provide candid feedback, influenced by factors like jealousy or rivalry.

(V) Customer appraisals : In customer service sectors like retail, hospitality, and financial services, there's a growing trend of evaluating employees through customer feedback. Various methods like surveys, interviews, and mystery shoppers are employed to gather customer views. Mystery shopping, where undercover agents observe and assess employee interactions, is a common practice, though employees are usually informed beforehand. While customer feedback supplements other assessment methods like 360-degree feedback, it raises ethical concerns about privacy invasion and implies a lack of trust from management. Consequently, it's often met with resistance from employees who perceive it as less fair than evaluations by their line managers.

(VI) Multi-source/360-degree performance appraisals : A modern approach, known as multi-source or 360-degree appraisal, involves gathering feedback from a variety of sources, including colleagues, managers, subordinates, customers, suppliers, and oneself. This strategy solves the constraints of standard appraisal methods and allows for a more comprehensive understanding of performance-related behaviours within the organization. It is especially useful in situations where managers may not fully comprehend an individual's function, such

as when working across various teams or independently. It is also useful in service industries where client input is critical, as well as for delivering feedback to top managers who have previously been disregarded. This technique promotes a more comprehensive and participatory appraisal process, hence boosting the accuracy and efficacy of performance evaluations.

THE BENEFITS OF PERFORMANCE APPRAISAL :-

Performance appraisals serve as a motivational tool for employees, drawing from theories like goal-setting, expectancy, and equity theory. They establish individual performance targets, fostering employee commitment to organizational goals and providing guidance for work efforts beneficial to the organization. Feedback is crucial, offering insights into performance and areas for improvement, thus minimizing perceptions of procedural injustice. Proactive feedback-seeking behaviour is encouraged, as it reinforces positive behaviour, recognition, and helps in assessing training needs. Research indicates that feedback, both positive and negative, enhances employee performance and intrinsic motivation. Regular and informal feedback, particularly in organizations with transparent cultures, is effective in managing professional workers and fostering communication between employees and managers. Additionally, performance appraisals aid in identifying training needs, providing career counselling, recognizing high performers for potential promotion, and ensuring consistency in treatment across the organization.(Hutchinson, 2023)

PROBLEMS WITH PERFORMANCE APPRAISALS :-

The practice of performance appraisal is inherently challenging, often yielding disappointing outcomes despite good intentions. Research by Kluger and DeNisi found that in over one-third of cases, performance feedback led to decreased performance. Dissatisfaction among employees regarding assessment decisions and procedures, influenced by perceptions of equity and organizational justice, can impact job satisfaction and commitment. Common issues encompass conflicting objectives, management behaviour, subjectivity and bias, control, and bureaucracy. Conflicting aims arise from the challenge of balancing evaluative and developmental objectives within the same process, complicating performance assessment. Management behaviour significantly influences individual outcomes, with low-quality appraisal experiences linked to job dissatisfaction and reduced organizational commitment. Subjectivity and bias, inherent in assessment processes, pose challenges, with various biases affecting the accuracy and fairness of evaluations. Control mechanisms inherent in

performance appraisal systems raise concerns about surveillance and attitudinal change, potentially leading to employee resentment and resistance. Bureaucratic burdens, such as detailed form-filling and time-consuming processes, further compound challenges associated with performance management. (Hutchinson, 2023)

Difference between Performance management at small/large organisations

Erkki's excellent study (2018) examine the variations in performance management systems (PMS) across different company sizes, specifically focusing on small and large firms. The findings indicated that the significance of Key Factors (KF) in effective PMSs varies depending on the size category. However, regardless of size, the robustness of the KF chain was consistently linked to PMS success. The research highlighted inherent distinctions between PMSs of small enterprises and large corporations. Small firms prioritize operational control aspects, while larger entities place notable emphasis on both operational and strategic elements. Moreover, small businesses tend to rely more on informal PMSs compared to their larger counterparts.

(I)PMS Development: According to the report findings, 58.8% of the sample firms, primarily small and medium-sized enterprises (SMEs), reported using internally developed PMSs. This indicates a trend among SMEs to rely on in-house solutions due to resource constraints and a need for tailored approaches. In contrast, only a small percentage (10.6%) of these firms did not utilize any formal PMS, suggesting a prevalent inclination towards performance measurement and control even in smaller organizations.

(II)Formality Levels: The statistics reveal a notable disparity in the formality levels of PMSs between small and large organizations. While SMEs predominantly opt for informal PMSs (58.8%), larger firms are more inclined towards formal systems (30.6%). This discrepancy underscores the differences in strategic planning and resource allocation between small and large enterprises, with larger firms demonstrating a greater propensity for structured performance management.

(III)Performance Impact: The ANOVA F-test results indicate varying degrees of performance impact attributed to PMS across different organizational sizes. Specifically, the analysis highlights a statistically significant relationship between the effectiveness of PMS and

organizational performance in small, medium, and large firms. This suggests that the strategic alignment and operational efficiency facilitated by PMS may have a more pronounced effect on overall performance in larger organizations compared to their smaller counterparts.

(V)Resource Utilization: Small firms, constrained by limited resources, may prioritize cost-effective and internally developed PMS solutions to meet their performance measurement needs. In contrast, larger organizations, with greater financial capabilities, are more likely to invest in comprehensive, externally validated PMSs that offer advanced features and strategic insights. This difference in resource utilization reflects the varying strategic priorities and operational capacities between small and large enterprises, influencing their approaches to performance management. (Erkki, 2018)

(B) Organisational and employee concerns

Organisational Concerns :

Morris (2023) defines performance management as a strategic method to enhance individual and organizational performance through goal setting, feedback, and evaluation. Though vital to HR management, it poses challenges. This article discusses key hurdles in performance management and ways to surmount them.

(I) Lack of Goal Alignment: Unclear organisational goals that do not correspond with individual ambitions can lead to confusion and poor performance. This difficulty can be mitigated by communicating clear strategic direction and well-defined, quantifiable goals throughout the organisation, along with specified duties.

(II) Insufficient Feedback and Communication: Lack of feedback and poor communication can lead to ambiguity and inhibit goal discussions. Encouraging open discussion, using evaluation tools such as performance reviews, and giving suitable feedback training for managers can help to solve these difficulties and promote employee development and performance improvement.

(III) Lack of Employee Engagement and Motivation: When employees lack engagement, productivity declines due to factors like recognition deficits and negative work environments. Organizations can counter this by introducing performance-based rewards, flexible work arrangements, and supportive cultures, alongside utilizing employee engagement surveys to gather feedback and enact meaningful changes, thus enhancing overall engagement and performance.

(IV) Recognise the Value of Early Intervention: People managers must grasp the importance of handling conflict in its early phases before it escalates. Early involvement can prevent the problem from deteriorating and help to preserve a pleasant work atmosphere. (Suff, 2020)

(V) Provide Adequate Training: Organizations should invest in providing comprehensive people management training to their managers. This training should include modules

specifically focused on conflict management, equipping managers with the necessary skills and techniques to address conflicts effectively. (Suff, 2020)

Employees concerns :

(I) Work-life balance: Employees value having a healthy balance between their work and personal/family life. Concerns may include excessive overtime, inflexible schedules, or lack of paid time off. (Suff, 2023)

(II) Organizational Climate: Employees may be concerned about the overall mood and culture of the organisation. They may seek a positive and supportive workplace that encourages high-performance attitudes and behaviours. Concerns may occur if the organization's climate is seen as hostile or unsupportive. (Diamantidis and Chatzoglou, 2018).

(III) Communication : Employees can get worried about the effectiveness of the organization's communication channels. They can look for clear and open communication in order to feel informed and involved in their roles. Poor communication can lead to misconceptions, decreased motivation, and worse performance levels. (Diamantidis and Chatzoglou, 2018)

(IV) Sexual harassment : Sexual harassment is defined as unwelcome sexual behaviour, such as making sexual remarks or making promotion choices based on sexual approaches (accepted or denied). (Suff, 2020)

(V) The extent and nature of workplace conflict : Conflict in the workplace is a common occurrence, often stemming from differences in personality styles or working approaches. This can lead to various tensions and dynamics between individuals, resulting in interpersonal conflicts ranging from isolated disputes to ongoing difficult relationships. Typically, conflicts arise with those whom employees spend the most time with, such as their people manager or team members. The primary behaviour associated with workplace conflict is a lack of respect, which can have significant negative effects on individuals, including increased stress, decreased motivation, anxiety, and loss of self-confidence. These impacts can be long-lasting, with some individuals reporting that their confidence may never fully recover. (Suff, 2020)

(C) Employee Engagement and Employee Involvement

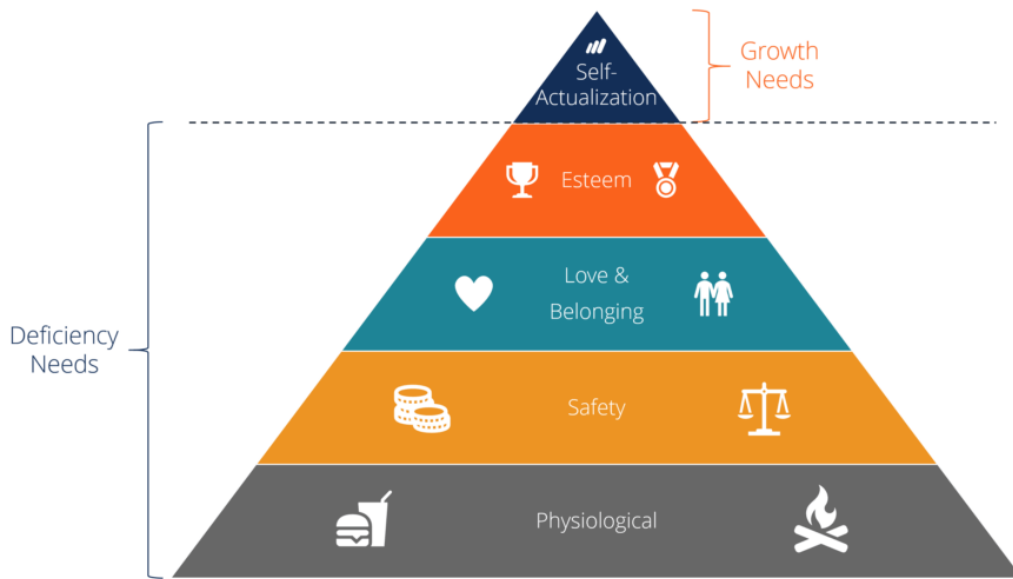
(1) Employee engagement :

Kahn 1990 initially introduced the concept of employee engagement, characterizing it as a mental state that employees encounter regarding their work, coupled with corresponding behaviours later defined engagement as: 'the determination and concentrated vigour of an individual, outwardly apparent to others through the demonstration of personal drive, flexibility, exertion, and perseverance aimed at organizational objectives. (Armstrong, 2021)

Motivation theories and approaches for engagement :-

(i) Maslow's need hierarchy

According to Maslow's hierarchy of needs in CFI (2024) first proposed in Abraham Maslow's 1943 paper "A Theory of Human Motivation" and refined in his 1954 book "Motivation and Personality," outlines five levels of human needs. At the base are physiological needs, such as food, water, and shelter, followed by safety needs, encompassing security and stability. The third level consists of love and belonging needs, including social interaction and relationships. Above these are esteem needs, involving recognition and self-respect. Finally, at the pinnacle is self-actualization, where individuals seek to realize their fullest potential. This theory suggests that as lower-level needs are met, individuals progress towards fulfilling higher-level needs. For instance, in modern contexts, economic safety, achieved through stable income and investment strategies, fulfils safety needs, while financial modelling skills, such as those offered in CFI's Financial Modelling & Valuation Analyst FMVA Certification Program, contribute to self-actualization by empowering individuals to pursue career aspirations and personal growth (Maslow, 1943; Maslow, 1954).



(CFI,2024)

(ii) Herzberg's motivation-hygiene theory

According to Ihensekien, A.O. and Joel,A.C. (2023) Herzberg's two-factor theory, inspired by Maslow, McGregor, and Argyris, aimed to understand employees' job preferences. Conducting surveys among engineers and accountants, Herzberg sought to identify the specific work experiences that led to feelings of satisfaction or dissatisfaction, isolating elements contributing to both positive and negative emotions.

Hygiene Factor	Motivator
(External or Job Context)	(Inherent in work or Job Content)
Salary	Work itself
Supervision	Recognition
Status	Career Advancement
Security	Job enlargement
	Self-actualization

Working conditions	
Organization policies	
Interpersonal relations	

Herzberg classed working context variables as "hygiene" factors, which are similar to medical hygiene principles and aim to reduce health risks in the workplace. These variables, including as supervision, working environment, pay, and job security, avoid losses in efficiency but do not drive individuals to excel. Motivators in job content, such as achievement and acknowledgment, promote higher motivation and job satisfaction, although their ideal presence does not always result in increased motivation after a certain point.

Analysis

SainsCo must prioritize addressing employee's physiological demands, such as safety and security, by creating a safe work environment and adopting job security procedures. Policies are in place to promote both physical and psychological safety, while also encouraging a culture of respect, flexibility, and constructive criticism. Employees feel a feeling of belonging at the firm because it creates a supportive environment and aligns organizational goals with a mission-driven culture. Recognising and empowering workers is critical to meeting their self-esteem requirements by acknowledging their value and contributions. Providing chances for self-actualization stimulates creativity and proactive participation in decision-making processes. Furthermore, SainsCo works on increasing both hygienic aspects and motivators inherent in job content in order to increase employee engagement and performance, thereby boosting overall organizational performance and employee well-being.

(2)Employee involvement:-

Motivation :-

Motivation is a wide and abstract notion that is difficult to properly analyse in the workplace, as anyone who has attempted to quantify employee motivation will attest.

EXTRINSIC AND INTRINSIC MOTIVATION :

According to Hutchinson (2013, pp. 51-53) Herzberg and Maslow 1964 closely examined the relationship between motivation and the concepts of extrinsic and intrinsic motivation, which they also suggest. Extrinsic motivation comes from the expectation of external rewards or tangible rewards that are external and provided by others, such as salary, promotion, career, pensions, and health care, and as such is partially outside the control of the individual. Internal motivation comes from the expectation of an internal or "psychological" advantage, which is considered to be an advantage that comes from within the person, such as self-esteem, respect, achievement, and recognition, and often comes from the nature of the work. myself . The knowledge that people are motivated by a combination of these factors has underpinned cafeteria-style compensation packages and, more recently, the "total compensation" concept, which emerged in the 1990s as a new way to think strategically about pay and benefits. In Hutchinson(2013) Appelbaum's research on high-performance work systems (HPWS) distinguishes three types of motivation: financial or extrinsic motivation, intrinsic motivation, and motivation by creating an atmosphere of mutual trust where employees are organisational stakeholders. . This third type of motivation encourages employees to identify with the interests of the organisation and is influenced by many factors, such as line manager behaviour and compensation.

Impact of Intrinsic and Extrinsic Motivation on Work Engagement

According to the research by Singh (2016) Motivation is a complex phenomenon influenced by both extrinsic and intrinsic factors, as well as individual personality traits and expectations. While these two types of motivation may appear contradictory, they can be effectively combined to create a productive work environment. It's essential for information organizations to understand which motivators are most effective for their professionals and develop tailored strategies to harness them at individual, team, and organizational levels.

Money : Money was mentioned infrequently by only 11% of respondents, who noted that while it is a basic need, it alone cannot compensate for the absence of other motivators. Respondents emphasized that while money may not always be the primary motivator, it is essential for ensuring a decent quality of life. At lower pay scales, even small increases in income can have a significant impact on motivation. However, recent research suggests that once individuals' basic needs are met, the influence of money on motivation diminishes. Therefore, rather than relying solely on monetary incentives, managers should seek to understand what truly motivates their employees.

Recognition : Recognition involves feeling valued and appreciated for one's contributions, with many institutions implementing formal reward and recognition programs, including libraries. Respondents express a desire for acknowledgment and praise for their efforts and accomplishments within their organizations. While recognition can be perceived both extrinsically and intrinsically, relying on intrinsic motivators like sincere appreciation fosters sustainable success and long-term motivation among information professionals. Therefore, prioritizing gestures such as genuine thanks and acknowledgment for their contributions is crucial for organizational success.

Engagement in the work : Engagement in work, as perceived by respondents, involves opportunities for information professionals to tackle challenging and meaningful tasks, contributing to organizational success. This includes intellectually stimulating activities, advancing library services, fostering creativity, and making a tangible difference. The findings suggest that engaged employees exhibit dedication beyond basic job requirements. It underscores the importance of aligning tasks with individual interests and passions to foster workplace engagement and organizational success.

Motivation theories and techniques

McClelland's achievement motivation theory :-

According to Andersen(2018) McClelland's theory is with a focus on managerial motivation, underscores the importance of measuring human motives and employs the Thematic Apperception Test (TAT) as a preferred method for investigation. It identifies three fundamental motivational systems: achievement/success, power/influence, and connection/proximity, with a belief in the modifiability of these motives. In Andersen(2018) McClelland and Steele 1972 define these motivational factors as the desire to enhance efficiency and solve problems (achievement), to exert control and influence behaviour (power), and to foster friendly relationships (connection). Moreover, Murray 1938 highlights individual differences in the inclination towards power usage, overcoming obstacles, and performing challenging tasks adeptly.

Goal Setting theory

According to Cheng(2023) Goal Setting Theory (GST), introduced by Locke and Latham 2002, holds that goals are powerful drivers of human behaviour, leading individuals towards certain standards of competency within predetermined timeframes. In essence, a goal expresses the planned end-state, regardless of underlying motivations, and provides a clear path for action. GST sheds light on the complex interaction between goal setting, behaviour, and motivation, emphasising the importance of choosing demanding but attainable goals. GST, which consists of two key components - the distinctiveness and difficulty of objectives, as well as the effort required to achieve them - explains how stated goals directly affect performance outcomes, providing as benchmarks for progress measurement. Feedback on goal achievement promotes long-term motivation for learning, encouraging individuals to put out their best effort, especially when faced with moderately tough tasks. This increased drive, combined with self-regulation, demonstrates the transforming impact of goal formulation in building intrinsic motivation, good self-image, and academic success.

McClelland's accomplishment motivation theory emphasises the need of assessing human reasons such as achievement/success, power/influence, and connection/proximity. Understanding employees' motivating elements might help SainsCo match management

techniques and reward systems to their intrinsic motivations. Goal creating Theory (GST) also emphasises the need of creating specific and demanding objectives to motivate behaviour and improve performance. SainsCo may benefit from GST by setting relevant and realistic goals for employees, giving them with a clear route to success, and promoting long-term motivation through feedback and progress monitoring.

(D) Recommendations :-

(1) Short-Term Recommendation :

- Implement regular performance assessments and feedback sessions to match individual goals with organisational objectives and boost employee engagement and motivation.
- Introduce flexible work arrangements and wellness programmes to help people balance their work and personal lives, thereby building a positive organisational culture.

Suggestion :

Conduct anonymous employee surveys to get input on current policies and procedures, allowing for informed revisions to satisfy employee needs.

(2) Long-term recommendation :

- Create comprehensive career development routes and training programmes to empower employees and promote development of skills and career advancement at SainCo.
- Create a culture of recognition and gratitude through frequent employee recognition programmes and award ceremonies, which will boost morale and retention rates.

Suggestion :

Implement regular town hall meetings or focus groups to develop open communication and collaboration between employees and management, building a sense of belonging and shared purpose at SainCo.

Conclusion :

Finally, the paper offers a complete examination of SainCo's expansion initiatives, with an emphasis on performance management, organisational and employee issues, and employee engagement. SainCo may improve its understanding of the competitive landscape and discover development possibilities by employing Porter's Five Forces model. Furthermore, employing effective performance management methods including goal alignment, feedback systems, and staff development programmes would improve organisational performance and employee engagement. Addressing organisational problems such as goal alignment and communication, as well as employee concerns about work-life balance and organisational climate, will help to create a healthy work environment and foster long-term growth. Furthermore, emphasising employee engagement through motivation theories and tactics such as Maslow's hierarchy of needs and Herzberg's motivation-hygiene theory would promote a culture of participation and dedication. The short-term recommendations include frequent performance reviews and flexible work arrangements, while the long-term recommendations include developing thorough career development paths and cultivating a culture of acknowledgment. Overall, by applying these tactics, SainCo will be able to fulfil its growth objectives while also assuring employee happiness and organisational success in the fast-paced retail business.

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