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DISSERTATION

The Role of Performance Management Systems in Enhancing Employee Motivation

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Module. : Dissertation
Program. : MBA- Master of Business Administration
Module Code: LCMB7020
Submitted on : 11th October 2024
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Declaration



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Master's Degrees by Examination and Dissertation Declaration Form.

I, BASURI LOMESHKUMAR PARIKH, declare that this dissertation has been composed by myself, that the work contained herein is entirely my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or qualification, in whole or in part, except as specified.

Signature: BASURI LOMESHKUMAR PARIKH

Date: 11th October 2024

Abstract

Purpose: The research aims to investigate the role of the performance management system (PMS) in enhancing employee motivation focusing on increasing the competence of performance evaluation.

Methodology: The research has been conducted through a systematic literature review while incorporating the SPIDER framework. It includes the analysis of 60 research articles and studies related to PMS and employee motivation from databases like Google Scholar and SEO dated from 2018-2024.

Findings: It has been found that the deployment of an efficient performance management system can contribute to enhancing employee motivation. This is because effective PMS and employee motivation have been found to have a direct positive relationship ascertaining practices like regular feedback and recognition that can provide a sense of value to employees in the organisation. In addition, other PMS key practices including goal setting, objective alignment, and performance monitoring can help in identifying the key areas of growth and improvement in employees and facilitate their engagement levels. The highly motivated employees not only foster the organisation's growth but also contribute towards their personal development. It has been identified from the study that goal-setting is significantly related to employee motivation levels as clearly specified goals boost employee morale and make them push efforts to accomplish the same. Furthermore, the clarity and accountability influenced during continuous monitoring also result in open communication, better relationships, and employee satisfaction. So, the efficient monitoring and evaluation of workforce performance can impact their engagement in the organisation. This directly urges the emerging workplace to establish an efficient PMS that can strengthen the working force.

Limitations: The study based on evaluating the role of performance management systems on enhanced employee motivation has been done as a secondary analysis. This research has been limited to 60 articles and might lack determining the direct bearing of performance systems on the workforce in a wider realm. Thus, further research can expand and evaluate the same through primary research techniques that can ascertain the measure of the impact of efficient PMS on employees and their motivation and productivity levels.

Recommendations: Establishing efficient PMS that can ensure upgraded employee motivation urges organisations to introduce innovative techniques such as data analytics in their evaluation system to get better insights into performance and responsibilities. Furthermore, defining fewer vital objectives during goal-setting can be considered beneficial in the process of uplifting employee motivation through PMS. This is because it increases the practicality of accomplishment accompanied by ensuring the deployment of a highly adaptive PMS that also aids in dealing with a dynamic work culture. Also, in order to increase efficiency, organisations can consider individual development plans and performance improvement plans as key outputs for efficient PMSs.

Keywords: Performance Management System (PMS), Evaluation, Employee Motivation.

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Chapter 1: Introduction

This chapter provides brief context and background of the topic, along with that, it also provides a problem statement and justifications for each aspect discussed in this chapter. The research has been undertaken to evaluate the role of performance management systems in enhancing employee motivation. Hence this section also presents the structure to lead the overall research while attaining the objectives formulated in its segment.

1.1 Background

A performance management system (PMS) refers to a process that enables the corporation to track and evaluate the employee's performance along with the contribution to the corporation's goals (Hristov, et al., 2021). This process enables the maximum utilisation of human resources which maximises the revenue generated by the corporation. A PMS can also help to improve the performance and productivity of the employee which results in the reduction of the staff turnover rate. A performance management system is comprised of setting targets, monitoring, reviewing, and giving feedback to align employee outputs with corporate goals (Camilleri, 2021). This type of system enhances collaboration and team spirit in the corporation which results in an inclusive work environment to maximise the profit generated by the company. This is because managers and employees work together to set realistic achievable goals, define performance, and share feedback.

Moreover, many organisations are driven by the dynamics of the market, and hence their goals are set accordingly ascertaining their performance (Randhawa, et al., 2021). These goals comprise cost reduction, customer retention, and satisfaction, increased sales, and improved productivity. Hence, the employee, here, plays an important role in ensuring these goals are efficiently met. Addressing this, it is thus essential to maintain the productivity of employees through the process while keeping them motivated. Performance management system that not only evaluates the performance of the individuals but also focuses on management thus can uplift this process (Nudurupati, et al., 2021). This is because the process of PMS as shown in Figure 1, consists of leadership, managing resources, and customer focus along with consistent communication and teamwork. This leads to the revelation of the fact that PMS leading the way through these components holds the potential to transform the working environment of the organisation fostering a healthier workplace for the employees.

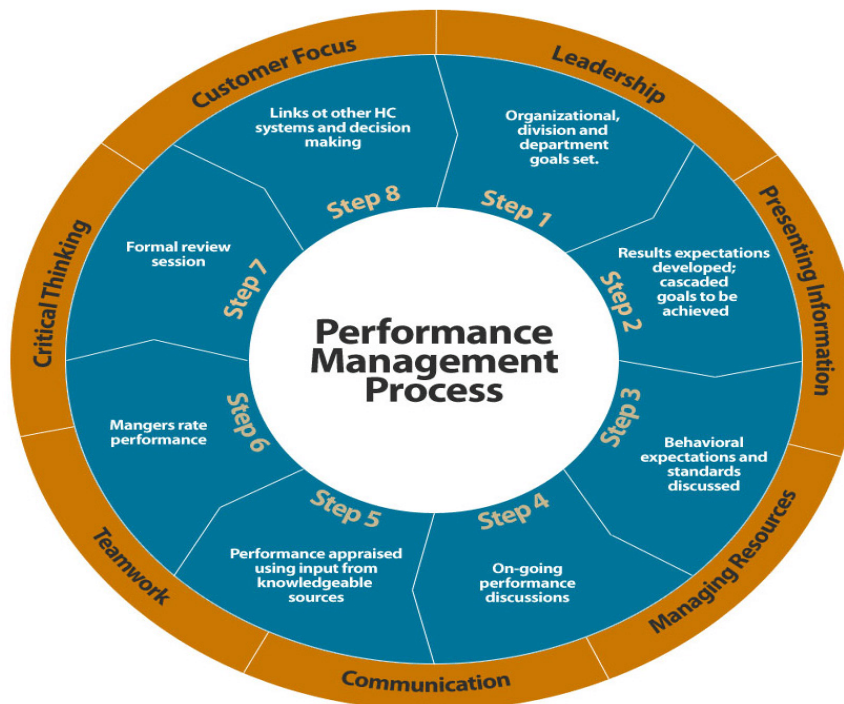


Figure 1: The Process of Performance Management Process

(Source: Bucăța, 2018)

In addition to this, consistent feedback is an important pillar of the performance management system as frequent and precise feedback helps the employees of the organisation to understand their performance and improve in the direction of the goals of the organisation (De Waele, et al., 2021). This type of system inculcates the recognition of the employees in the corporation as the employees should feel valued and appreciated by the management for their work done with perfection. In context to performance management systems, it collects and analyses performance based on data-powered insights to generate effective strategic planning to enhance the revenue generated by the company (Cuthbert and Pearse, 2021). Performance management systems can be enhanced by understanding the motivation of the employees to enhance their productivity of the employees to maximise the profit generated by the corporation.

As performance management systems serve as a vital tool not only for assessing employee performance but also for aligning individual efforts with broader organisational objectives. By incorporating clear goal-setting, continuous monitoring, and timely feedback, PMS fosters an environment where employees are motivated to contribute meaningfully to the company's success. Furthermore, the recognition and appreciation embedded within this system act as powerful motivators, enhancing employee engagement and retention. This research will further explore how performance management systems, when effectively implemented, can drive employee motivation, thereby maximising both individual and corporate performance.

1.2 Problem Statement

Performance management is widely used and has many benefits in enhancing the performance as well as revenue generated by the corporation (Nudurupati, et al., 2021). However, systematic goal formulation, ongoing monitoring, performance reviews, and feedback included in performance management systems link employee performance to organisational goals. Additionally, some have positive effects like increased productivity and job satisfaction, while others have negative effects due to poorly managed systems such as stress and low morale. Since companies have different standards for performance management leading to poor efficiency of the PMS which makes it difficult to quantify the motivational effects (Vu, et al., 2022).

Poor management system leads to a *decrease in proper utilisation of the manpower* in the corporation which *reduces the revenue generated* by the company. It can also lead to a *reduction in brand prestige* due to the depletion of the quality of goods and services delivered by the corporation. Thus, it is necessary to investigate the impact of contextual factors on PMS motivation. It can be improved by the use of various new technologies such as *big data analytics* to gain data-powered insights. In addition to this, it can be also improved by *fostering a recognition culture* along with separating the *compensation from performance* in the corporation (Sharma, et al., 2022). Therefore, this study focuses on the practices to improve performance management systems to enhance employee motivation.

1.3 Aims and Objectives

Aim:

The research aims to identify the impact of performance management systems on employee motivation. This is to understand how the effectiveness of PMS enhances employee motivation while uplifting their productivity levels that align with the organisational goals.

Objectives:

- To evaluate the effectiveness of enhanced employee motivation based on a performance management system.
- Identification of the key performance management practices that positively impact employee motivation.
- Evaluation of the impact of regular performance reviews and feedback to enhance employee motivation.
- Investigation of the co-relationship between the variables defining goal setting in performance management and employee motivation levels.

1.4 Research Questions

Q1: How does the performance management system impact employee motivation in the workplace?

Q2: What are the practices for enhancing employee motivation based on effective performance management?

1.5 Research Rationale

Employees are considered the most crucial component of the organisation as they are the determinant of organisational success (Ali, et al., 2021). It is, therefore, important to ensure they feel valued and appreciated to lead their maximum contribution to the firm while ascertaining their motivation consistently. A performance management system holds many benefits in enhancing the performance of individuals while targeting the increased revenue of the cooperation (Camilleri, 2021). Thus, it does not only hold the potential to evaluate their productivity but also to identify the significant gap in their performance and keep them engaged and aligned with organisational goals.

Moreover, the dual benefits of their increased willingness to contribute more while being recognised and increased motivation thus allow their personal and professional growth (Tripathy, 2021). However, the PMS system needs to be efficient within the organisation to lead this task significantly. The numerous benefits offered by the PMS thus present the strongest rationale for the study which is based on the enhancement of the same to maximise employee motivation. This is to ensure the employee feels valued, motivated, and appreciated and is ready to contribute more to the firm.

1.6 Research Significance

This research can help employees increase their productivity by improving their communication and collaborative skills. This can help the individual to develop at the interpersonal level unlocking the opportunities for advancements for the employee of the corporation (Soltanifar, et al., 2023). This increases the employee retention rate which maximises the revenue generated by the company. In addition to this, it also improves the process of goal-setting training of the employee which enhances the quality of the goods and services provided to the customer of the company (Hopkins, 2024). The benefit of profit management is further elevated by the improvisation in the workplace of the corporation which enhances the brand prestige of the corporation and lures skilled individuals to the company.

1.7 Research Structure

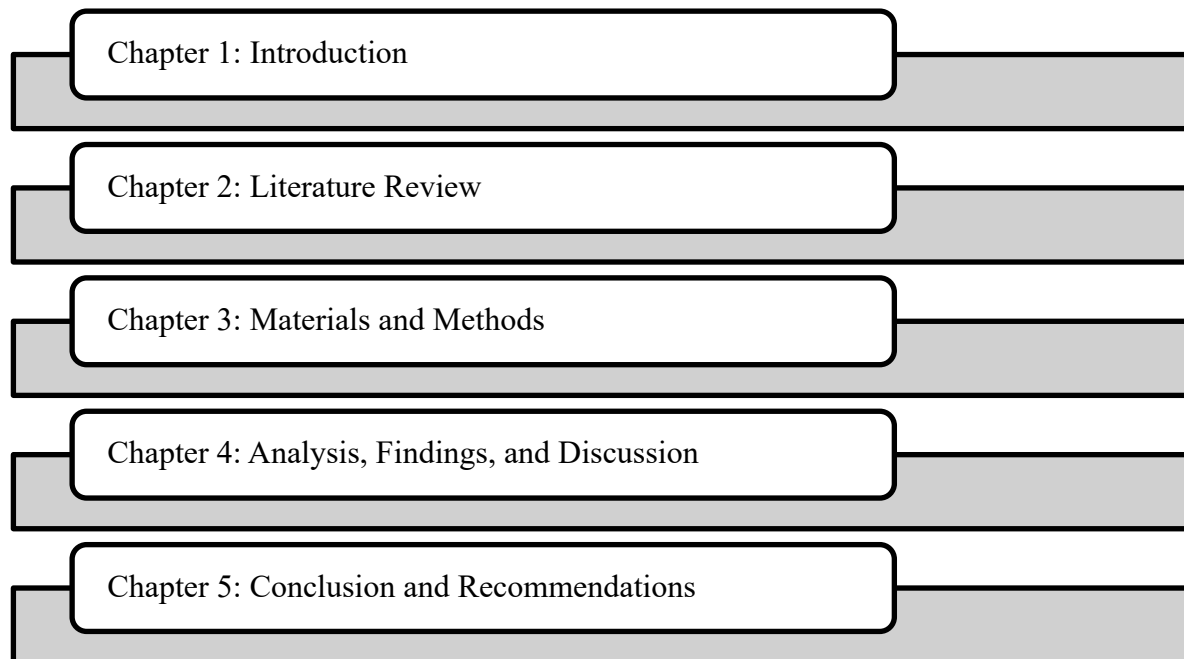


Figure 2: The Research Structure

(Source: By Author)

The above image illustrates the structure to lead this study comprising the following chapters:

Chapter 1: Introduction

This chapter of the study outlines the context of the research while idealising the objectives that fulfil the aim.

Chapter 2: Literature Review

This section is purposed to critically evaluate varied pieces of literature that surround the subject matter while identifying the research gap.

Chapter 3: Materials and Methods

The segment provides the appropriate set of research methodologies that aid in the accomplishment of the study.

Chapter 4: Analysis, Findings, and Discussion

The chapter analyses the data collected to derive the findings of the study. It also inculcates a comprehensive discussion of those findings accomplishing the set objectives effectively.

Chapter 5: Conclusion and Recommendations

This chapter concludes the study along with the presentation of several recommendations for the concerned domain. Future directions and practical implications have been also discussed in the study to focus on the expansion of the study.

Chapter 2: Literature Review

2.1. Introduction

This chapter comprises the viewpoints of various authors, which assists in developing a comprehensive knowledge regarding the concerning topic. Only the research papers published after the year 2015, have been reviewed to avoid outdated information. In addition to this, the research papers are collected from authentic databases such as Google Scholar, Research Gate, PubMed, and Science Direct to make the research more reliable.

2.2 Effectiveness of Enhanced Employee Motivation Based on A Performance Management System

According to the views of Ali, et al., (2021), employee motivation refers to the level of energy as well as a commitment to creativity and innovations that employees inculcate in their work to contribute to the organisation's goals and repay the amount invested in them by the company. This also shows their enthusiasm and energy to achieve the goals of the company and reach their potential. Motivated employees can be inspired and encouraged by rewarding them based on consistent feedback from the performance management system. This can inculcate a feeling of satisfaction in their mind and help them to increase their efficiency to increase the productivity of the company. The performance management system also provides them with regular feedbacks that determine the areas where employees are lacking and require any upgradation. In addition to this, the study of Camilleri, (2021), states that performance management systems also incorporate the recognition and rewards for individuals that motivate them to contribute more towards organisational productivity.

In a similar vein another author Legault, (2020), stated employees' motivation based on performance management systems can be categorised into two types which are extrinsic and intrinsic. In terms of employee motivation, extrinsic motivation refers to participation in an activity based on achieving external goals, earning praise or approval, engaging in a competition, and getting a reward. For instance, an increment in the salary can be the biggest extrinsic motivation to the employees of the company to enhance their efficiency based on a performance management system. In contrast to this, intrinsic motivation refers to performing an activity for its inherent rewards rather than for a separable consequence. Another study by Tripathy, (2021), said highly motivated employees through monitoring and evaluation also improve the work environment. When employees are regularly monitored and evaluated there are very less chances of errors and overall efficiency is said to be increased. PMS include the potential errors and provides insights to mitigate those errors which lead to high efficiency and employee motivation.

The employee's motivation significantly impacts the productivity of the organisation in various ways. According to Gallup's State of the Global Workplace: 2022 Report, inattentive or actively disengaged workers cost the world \$7.8 trillion in lost productivity or 11% of the world's GDP (Ngozi and Edwinah, 2022). Businesses in the United States lose a trillion dollars

a year to voluntary turnover, and they struggle to keep great workers due to a variety of issues like poor leadership, no or few opportunities for career advancement, a lack of recognition, unclear job descriptions, toxic work environments, and employee dissatisfaction with pay.

Employees who are demotivated are less motivated to meet the corporation's expectations. According to the study of Afrahi, et al., (2022), this can cause 60% more errors and drag the morale of the corporation down, fuelling the staff turnover rate as well as reducing the productivity of the company. When companies increase their investment in employee engagement by just 10%, highly motivated employees have some advantages over disengaged employees. This can be stated by the study performed by the U.S. Department of Labor, which indicates that 17% more productivity and 41% lower absenteeism can be seen when investments in employees are increased. This also represents that there is 21% greater profitability with an increased annual profit yield of \$2,400 per employee (Legault, 2020).

Performance management systems can increase the employee's motivation, which maximises the revenue generated by the corporation. According to Murphy, (2021), an effective performance management system provides clear realistic goals, consistent feedback, and recognition for achievements in the corporation along with opportunities for advancement for the employees, which significantly increases employee motivation. Salas-Vallina, et al., (2021), also note that such systems enhance the feeling of being valued and engaged in their work. However, the effectiveness of the system depends on its fair and evident implementation with a focus on constructive feedback. Therefore, it relates to Herzberg's Two-Factor Theory by inculcating the feeling of being valued to provide external employee motivation. Herzberg's two factor theory includes the factors that are related to the secondary needs of an employee such as achievement, responsibility, advancement and working on itself. For instance, to increase the employee engagement levels, project manager can introduce training and engagement sessions that fulfill the individual needs for personal growth.

Baporikar and Randa, (2020), mentioned that the performance management system helps to identify employees who are not motivated or underperforming in the corporation. This consistent monitoring can help to motivate the employees to get them back on track to enhance their productivity as well as contribute to the aims of the organisation. The underperforming employees can be easily analysed based on the feedback from the performance management system. In addition to the performance management system, essential key areas can also be identified for the improvement and development of the employee. In a contrasting manner another study of Kampkotter, (2017), identified that the performance management system includes monitoring and evaluation that can be time consuming and lack of efficiency can also result in the inconsistent feedbacks and low employee engagement. It can lead to lack of trust on the system and hamper the relationship of employees and managers.

Awan, et al., (2020), discussed that performance management systems can also help to identify the development opportunities in the corporation. The system can help the leaders identify the areas where employees need essential additional training and development support to enhance their performance. This results in the betterment of the quality of goods and services delivered

to the customers of the organisation. Therefore, it could be stated that a performance management system can enhance the brand prestige by identifying the development opportunities in the corporation. Performance management systems can help in designing training modules and programs to enhance employees, increasing employee motivation. These training manuals and programs are designed based on the feedback generated from the performance management system. This system also helps to design the training manuals and programs precisely to decrease the time complexity in the development of the employee.

Camilleri, (2021), also mentioned that the performance management system helps in the betterment of the decision-making process in the corporation. PMS can provide real-time access to the performance data and analytics based on the performance of the employees, which can help with data-driven decision-making. This data-driven decision-making helps to enhance the investment of the resources by the company. As PMS can help the learning and development funding by providing insights into the employee's career aspirations and skill sets.

Hussain, et al., (2020), revealed that better investment of resources along with an enhanced decision-making process enables interpersonal development of the employee along with the enhancement of the revenue generated by the company. The PMS also helps to track the results based on the decision-making process, which helps to analyse the efficiency of the decision-making process.

Therefore, it could be stated that a performance management system enables the heuristic learning of the company by enhancing the decision-making process and better investment of resources. This in turn led to their improved motivation that allowed them to contribute more to the organisational goals while focusing on their personal growth.

2.3 Key Performance Management Practices That Positively Impact Employee Motivation

According to the perspective of Chiat and Panatik, (2019), it can be stated that Herzberg's Two-Factor Theory suggests that employee motivation is driven by two sets of factors: motivation factors and hygiene factors. It has been specified that these factors can help the organisation implement performance management practices that positively influence employee motivation. Considering the motivation factors, performance management practices such as recognition, achievement, responsibility, and others can positively influence employee motivation.

In a similar context, Paaais and Pattiruhu, (2020), observed that the motivation factor "recognition practice" of Herzberg's theory makes employees feel motivated as they feel encouraged when their efforts and achievements are recognised and appreciated. Regular feedback, appraisal, and rewards for good performance can boost the morale of employees and encourage them to continue high performance. In addition to this Camilleri, (2021), said that the identification of capabilities through performance management system can impact the employee motivation and encourage them to upgrade the skills to achieve better recognition.

By helping the employees to grow and develop can help in improving their motivation and self-esteem.

Audenaert, et al., (2019), stated that achievement is one of the performance management practices that positively influence employee motivation. Through this, the organisation sets clear, attainable objectives and provides opportunities for employees to achieve these goals, which enhances their sense of accomplishment. Considering the cognitive-focused Vroom's Expectancy Theory, expectation, instrumentality, and valence are related to motivation. Employees feel motivated when they accomplish challenging goals or complete tasks successfully. Other authors Hussain, et al., (2020), identified that, another practice is to align the organisational with employee capabilities also impact the employee motivation and push them to deliver better outcomes. The align objectives can be streamlined and clear and must be according to the employee's expectations and skills. This can make the employees to fulfil these responsibilities with utmost sincerity.

On the other hand, per the findings of Gawel, (2019), it can be demonstrated that career growth and advancement practices positively influence motivation among employees. This is due to the fact that opportunities for career growth and development motivate employees to work harder and improve their skills. Providing clear career paths, training programs, and opportunities for promotion can help employees feel more motivated. However, the responsibility factor of the theory also plays a role in enhancing employee motivation. Responsibilities as performance management practices make employees feel trusted and valued within the organisation, which increases their motivation.

Further, Osemeke and Adegboyega, (2017), stated that work itself is also an important practice influencing employee motivation. This is because employees feel motivated when they find their work interesting, challenging, and meaningful. Ensuring that tasks are varied and engaging, and aligning them with employees' interests and skills, can lead to higher motivation. Maslow's Hierarchy of Needs revealed that physiological, safety, social, esteem, and self-actualisation requirements motivate employees within the organisation.

On the other hand, the perception of Alshmemri, et al., (2017), stated that hygiene factors indirectly influence employee motivation as the unavailability of these practices and factors can lead to employee dissatisfaction. It has been observed that inadequate working conditions, salary, company policies, and supervision within an organisation negatively influence the motivation of employees. In similar context Aliyyah, et al., (2021), said, the feedbacks constantly check on the employees to determine whether their efforts are align to the organisational objectives or not. When the staff see how their efforts contributes towards the company's overall growth and success they feel more motivated and valued.

According to Al Aina and Atan, (2021), clear setting of realistic goals with effective performance management can enhance the employee's motivation in the company. This is because a clear setting of goals will define the clarity of the pathways to achieve it in the mindset of the employees, which pushes the boundaries of efficiency along with enhancing the

productivity of the employee. This would also enhance the relationship of the employees with the management to foster an inclusive work environment. Therefore, it could be stated that it relates to Vroom's Expectancy Theory by inculcating an inclusive work environment in the company.

According to Grossi, et al., (2020), a performance management system also enhances communication within the organisation, which induces an inclusive work environment. An inclusive work environment leads to the engagement of staff in achieving the goals set by the corporation. It can also enhance the collaboration between the leaders and employees to mutually conclude enhancing the company's performance. In addition to an inclusive work environment, it also helps to enhance the collaboration between the team members, which increases the quality of goods and services delivered to the customers of the organisation. Enhancement in the quality of goods and services leads to an increase in the brand prestige of the company, which upsurges the revenue generated. Therefore, it could be stated that it extends Maslow's Hierarchy of Needs by satisfying the demands of the employee through fostering open communication and collaboration.

According to Aburumman, et al., (2020), a performance management system also helps in defining the career path, which unlocks the opportunity for advancement for employees in the organisation. This type of system helps to analyse the skill set required by the employees to generate progress in their careers, which leads to the development of the employee to increase their respective productivity along with contribution to the goals of the company. This states that it relates to Herzberg's Two-Factor Theory by motivating employees through opportunities for advancement.

Therefore, it can be said that there are certain performance management practices that are known to uplift efficiency by boosting the morale of the employees. These practices majorly include the consideration of motivation factors such as feedback, appraisal, recognition, and appreciation. Moreover, enhanced training and development programs focused on growth and advancement practices are also known to positively influence motivation among employees.

2.3.1 Impact of Regular Performance Reviews and Feedback on Enhanced Employee Motivation

According to the findings by Tagliabue, et al., (2020), performance appraisals and feedback are essential parts of performance management systems in organisations. It has been observed that these positively as well as negatively influence the motivation of employees. The author stated that feedback is an important factor that can boost motivation when it is encouraging feedback for employees. The cognitive-focused Vroom's Expectancy Theory also demonstrated that employees feel motivated through performance management systems. By employing performance management systems, organisations can provide effective performance reviews and feedback. Positive feedback motivates employees by acknowledging their work or behaviour, which makes them feel that their effort is appreciated.

In a similar context, Fishbach and Woolley, (2022), have identified that positive feedback can meet the requirement of competence that is a component of intrinsic motivation, hence increasing employee motivation. It is noted that when the employees are provided with regular feedback about their performance, it becomes easy for them to be motivated to perform even better. Another study of Aburumman, et al., (2020), identified that regular feedbacks and performance reviews of workforce ensure the accountability and responsibilities. The accountability towards their roles and responsibilities makes them to contribute fairly without indulging in any false practices. It can help the employees the employees feel valued and increase their productivity and motivation.

In addition, Aliyyah, et al., (2021), observed that when employees receive good and consistent feedback on their performances, they tend to be more engaged in their daily tasks and activities of the organisation. The author stated that motivation levels are generally high in environments where efforts made by the employees and their accomplishments are recognised. Positive feedback also creates a culture of appreciation where the morale of the employees is boosted to encourage good performance in the organisation.

On the other hand, the perception of Kampkotter, (2017), indicated that regular performance reviews and feedback have a negative effect on employee motivation. The author specified that constructive criticism is important in enhancing performance; however, constructive feedback if given in a wrong manner can demotivate employees. It has been observed that employees may feel demotivated when they perceive constructive feedback as negative and inappropriate. Greco, et al., (2020), conducted a study on impacts of employee feedbacks and identified that these performance reviews help the organisation to determine which employee need more training and discovering their areas of growth and development. With this approach, organisation can train the workforce according which also ensures their high engagement and growth mindset.

The findings by Tripathy, (2021), demonstrated that constructive feedback with suggestions for improvements is crucial for organisations to ensure adequate motivation levels among employees. This is because negative feedback may lead the employees to respond defensively, become demotivated, and even disengage from performing their tasks. Similarly, the research by Ling and Soon, (2019), indicated that if performance reviews mainly focus on the weaknesses of employees without acknowledging their strengths, employees may develop a negative perception of their abilities, leading to reduced self-efficacy. The Social Cognitive Theory emphasizes the importance of self-efficacy in motivation. As constructive feedback may lead to a decline in self-efficacy, it can result in lower motivation and productivity. Thus, the author stated that an effective approach is crucial for performance review and feedback. The performance review and feedback should be delivered in a way that encourages personal growth rather than demoralization.

Therefore, it can be stated that regular performance reviews and feedback sessions are known to enhance employee motivation significantly. This is because reviewing of performance of the individuals not only boosts their morale but also makes them feel considered and

engaged. Moreover, when employees are provided with appraisals and feedback, it allows them to enhance their competency while leveraging their growth along with the organisational success. This is because they are more willing to contribute more to the form when they feel motivated, considered, and valued.

2.3.2 Co-Relationship Between Goal-Setting Variables in Performance Management and Employee Motivation Levels

According to Ma, et al., (2022), it can be stated that goal setting in performance management systems is strongly correlated with employee motivation levels. This is because the employees feel more motivated when they have clear, specific, and challenging goals within a performance management system. This can also lead to the enhancement of engagement and concentration, which leads to the improvement of performance with job satisfaction.

Greco, et al., (2020), mentioned that clarity and direction in goal setting are critical factors in performance management systems to enhance employee motivation. The well-defined goals provide the employees of the corporation with a clear understanding of the job expectations, which helps them to set their pathways for their efforts and stay focused on contributing to the goals of the company. The concentration and upliftment of the boundaries for the efforts enhance employee motivation by increasing performance in the company. The increased performance can be recognized by rewarding them, which inculcates the feeling of being valued in the employees of the corporation.

Memon, et al., (2020), also mentioned that goal setting in a performance management system can help to increase the engagement of the employees in contributing to the goals set by the leaders of the corporation. Participating in the goal-setting process can make employees feel more invested in their work, leading to high levels of engagement and commitment. The mutual communication for setting realistic goals also enhances the inclusive work environment of the company, which results in the enhancement of the revenue generated by the company. This inclusive environment also leads to collaboration between senior management and the employees, which enhances the productivity of the team.

Grant, et al., (2020), discussed that goals can be defined using various frameworks such as SMART, which stands for Specific, Measurable, Achievable, Relevant, and Time-bound, to maximize their impact on motivation. Specific in the SMART framework refers to setting goals that specifically have a significantly greater chance of being accomplished. This framework also enables setting the boundaries for the timings for the completion of the goal. This helps the employee to set the milestones for achieving the goal set by the company through a specific path, which enhances their job satisfaction along with motivation and engagement in the work in the company. Therefore, it could be stated that the SMART framework helps to enhance the process of goal setting in a performance management system, which increases employee motivation.

Altaf, et al., (2022), revealed that the involvement of the employees in setting their goals can enhance their buy-in and commitment. This can lead to the feeling of being valued by the employee in the corporation. These involvements can be performed by various methods such as open communication, suggestions, and many more. This also leads to an inclusive work environment in the company, which enhances employee motivation. In addition to this, the setting of goals in the performance management system can be supported by regular feedback. This feedback consists of the progress of each employee toward the goal, which helps the employees to stay motivated.

2.4 Research Summary

This literature review examines how performance management systems enhance employee motivation and, in turn, organisational productivity. It identifies key practices like recognition, clear goal setting, regular feedback, and opportunities for advancement as positive influencers of motivation. The above studies discuss motivational theories such as Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and Vroom's Expectancy Theory to explain how these practices meet employees' intrinsic and extrinsic needs. It also highlights the importance of effective feedback and goal-setting frameworks like SMART in keeping employees engaged and motivated. By aligning performance management practices with motivational factors, organisations can foster a more productive and committed workforce

2.5 Research Gap

While numerous studies such as that of Tagliabue, et al., (2020) and Kampkotter, (2017), have explored how performance management systems and factors like feedback or appraisals influence employee motivation, there is a lack of comprehensive research examining the direct relationship between these elements to the employee motivation and productivity. and the levels of employee motivation. There is also limited research on how regular, meaningful feedback and clear, achievable goal-setting influence long-term employee motivation. Therefore, this research focuses on reducing and bridging the current research gaps by focusing on these aspects.

Additionally, theories like Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs explain how motivation works, there is a gap in understanding how specific PMS practices, such as goal-setting using frameworks like SMART, directly meet both intrinsic and extrinsic employee needs. Further, this research focused on how PMS helps employees grow by providing advancement opportunities and continuous learning, or how these opportunities affect motivation over time. This study addresses these gaps by examining how the combination of feedback, recognition, goal-setting, and development opportunities within PMS impacts employee motivation and productivity.

Chapter 3: Materials and Methods

3.1. Introduction

This chapter of the study provides significant insights into the approaches, techniques and methods that have been utilised in this research for its completion. The research methodology chapter determines the strategies and approaches that are suitable and effective for the research accomplishment. In this chapter, the method for the data collection is specified so that adequate and reliable findings can be attained. It also defines the data analysis approaches, steps and the framework implemented for completing this research.

3.2 Restatement of the Research

The research questions have been restated by employing the SPIDER framework so that the research aim and objectives can be fulfilled. The SPIDER framework is a research tool designed to provide guidance for the development of the research by defining key elements of research questions and standardising the search strategy (Makumane and Ngcobo, 2020). The SPIDER framework focuses on five key aspects, that are, Sample, Phenomenon of Interest, Design, Evaluation, and Research Type.

The first aspect “Sample” refers to the group of people who are part of the study. Selecting an appropriate sample is crucial because it ensures that the findings are relevant and can be generalised to a larger population. The Phenomenon of Interest focuses on the specific element the research aims to explore (Amir-Behghadami, 2024). The design determines how the research is structured. It involves planning the methodology, such as whether the study is qualitative, quantitative, or mixed methods. The evaluation aspect involves analysing the data collected to assess and understand the research topic (Linnenluecke, et al., 2020). The last aspect of the framework is research type, which refers to the overall approach or strategy of the research.

The SPIDER framework is used in this research because it provides a clear and organised way to study complex phenomena like employee motivation. As it divides the research into these aspects, it ensures that all critical elements are considered within the research, leading to more reliable and accurate findings.

Table 1: Adaptation of SPIDER Framework

(Source: The Researcher)

SPIDER Aspects	Description
Sample	The sample size includes 60 systematic search articles that are most relevant to the topic.
Phenomenon of interest	It focuses on understanding how performance management systems impact motivation levels and identifying the key motivators for employees.
Design	The Systematic Literature Review (SLR) has been used in this research considering secondary data collection and qualitative analysis.
Evaluation	It evaluates the effectiveness of performance management systems in enhancing employee motivation by comparing the existing studies and these research findings.
Research Type	The research type is defined as quantitative research.

By using this framework and its aspects, the following research objectives have been determined:

- To assess the effectiveness of performance management systems to increase the motivation levels among employees.
- To identify the key performance management practices such as recognition, achievement and others that positively influence employee motivation.
- To evaluate the positive as well as negative impact of regular performance reviews and feedback on employee motivation.
- To explore the relationship between goal setting in performance management and employee motivation levels.

3.3 Data Selection Process

Data selection is one of the most critical stages of any kind of study because it involves choosing the data to be collected. In this process, there has been a proper adherence to a clear search strategy to identify and select the best available data sources (van Enk and Power, 2017). The idea is to come up with data that is feasible and suitable to answer the research questions for the study.

3.3.1 Search Strategy

The first aspect of conducting a search involved developing the search strategy, key terms and phrases connected to the study question. Suitable keywords were employed to search various databases, scholarly journals and other credible and legitimate sources of information (Eriksen and Frandsen, 2018). This justified the need to use data that have been updated, relevant, and credible so as to enhance the quality and reliability of the study. It assists in identifying a suitable dataset that is accurate, genuine, and useful in understanding and improving the performance management systems to motivate employees.

The data can then be chosen, and then analysis and quality assessment have to be done on the data that has been collected. This is done by assessing the credibility of the sources used in the papers, the methods used in the research, and the validity of the research with the aim of the study. Thus, it has been guaranteed that the identified data is relevant and trustworthy for the achievement of research findings (Atkinson and Cipriani, 2018). With a view to enhancing the efficiency of the search strategy, the data retrieved is subjected to a process of filtering where the Boolean operators of AND, OR, and NOT are applied.

Table 2: Representation of Search Strategy

(Source: The Researcher)

Aspects	Terms	Boolean operators	Keywords	Boolean operators	Keywords
Population	Employees OR organisations OR working professionals	AND	Employee motivation OR Performance management systems	NOT	Unemployed
Outcome measures	Performance management systems effectiveness OR challenges	AND	Performance management systems in organisation OR impact on employee motivation	NOT	Specific organisations OR regions
Study Design	Performance management system to enhance employee motivation	AND	Employee motivation enhancement OR performance management system in companies	NOT	Quantitative

From the above table of the Facet analysis which has been given below and which has been developed and used as the search strategy for the database searches the identification of the potential papers has been done. It has been done according to their titles, and by excluding the papers that are irrelevant due to the exclusion of the above-identified keywords (Yang, et al., 2021). It can be used to enhance the relevancy of the research articles used in the process hence enhancing the reliability of the research. Thus, for the paper, the analysis of the studies has been done following the criteria of inclusion and exclusion to check their relevancy for the newly conducted investigation.

3.3.2 Inclusion and Exclusion Criteria

In this study, the criteria of inclusion and exclusion have been adopted in the research to specify the criteria that are applicable to decide on the articles that can fit into the search for the purpose of figuring out the role of the systems in motivating the employees. By defining the inclusion and exclusion criteria we strive to achieve better quality and reliable research papers

Table 3: Inclusion and Exclusion

(Source: The Researcher)

Inclusion Criteria	Exclusion Criteria
• Research papers published between the time frame of 2018 to 2024. • Type of source (for example, Peer-reviewed articles, research studies, systematic reviews, meta-analyses and books/book chapters. • Sources that directly identify performance management system role in enhancing employee motivation.	• Research articles published before 2018. • Type of source – Research that has not been peer-reviewed or deemed to lack academic credibility (for example, blogs and non-academic websites). • Relevance to the topic – sources were excluded that did not directly address the role of performance management systems in enhancing employee motivation (Pati and Lorusso, 2018).

• Sources that identify broader aspects of the performance management system in enhancing employee motivation. • Empirical studies that present original research findings. • Language – sources written in English.	• Focus – studies that focus on other aspects of performance management systems other than employee motivation. • Non-empirical content – Articles and papers that are opinion pieces, and editorials without empirical data or substantial references. • Language – The research papers in languages other than English
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3.4 Data Extraction Process

This research study embraced the systematic manner of acquiring information from individual studies that have been incorporated into the review. Accordingly, suitable studies for performance management systems and employee motivation were chosen based on the criteria formulated above (Al-Emran et al., 2018). The bibliographic search means for collecting research papers with relevant content for this research study has been done from databases and search engines including Google Scholar, Research Gate, PubMed, Science Direct, and other similar databases. To achieve the research objective related to the selected research topic the SPIDER framework is used. The next step is pre-screening and categorisation of the papers depending on particular criteria such as the method applied, validity, and reliability of the study. The use of this approach assisted in identifying high-quality research papers that answered the question of how PM systems influenced employees' motivation (Camilleri, 2021). The strengths of the current approach are that it filters out irrelevant and unreliable data which would be detrimental to the quality of the research on performance management systems as to its positive impact on the motivation of employees.

Table 4: Data Extraction Process Through Literature Search

(Source: The Researcher)

Literature and Articles	Description
Name of Authors	Considering the authors helps verify the credibility of the research.
Publication Year	The year of publication indicates how recent the research is therefore, it is considered to ensure that recent studies have been used as they reflect current trends and aspects
Title of the Research	The title provides a quick overview of the study's focus, helping to assess its relevance to the research topic.
Name of the Journal	The journal's name indicates the publication's quality and credibility, thus ensuring the quality and reliability of the research.
Volume Number	This helps in accurately referencing the study and locating it within the journal along with confirming its credibility.
Index Number	An index number is essential for precisely identifying and retrieving the paper from databases, to ensure that it is from the authentic database.
Language	Language criteria ensure that the research is in English language and understandable.
Keywords	Keywords have been considered as they help in quickly identifying the study's main topics, making it easier to assess their relevance to the research topic
Abstract	By considering its abstract, a summary of the study has been attained that allows a quick assessment of its objectives, methods, and findings.
Data Collection Method	Understanding how data has been gathered in the collected study ensures its reliability and relevance

3.5 Data Synthesis

The data synthesis can be explained as an extraction of data from the various research papers in order to get a general view of the topic when using a systematic literature review. In this research, the information that relates to the Performance Management Systems in Enhancing Employee Motivation is identified through the systematic literature review only to verify that the findings come from reliable and relevant sources (Ali and Usman, 2018). There is a first step of identifying quality papers which use sound qualitative research methods that are pertinent to the study theme. These papers are examined closely, and it is possible to report some findings of considerable importance. These insights are then utilised to look for more patterns and themes related to the research subject at hand (Boon et al., 2019).

Moreover, the thematic analysis is useful when it comes to organising the data gathered to put forth untainted robust reasons to support the research. In order to do thematic analysis, the themes have been created first considering the research topic, objectives, and keywords. The keywords are then used for findings articles and then the collected articles are used for finding patterns related to the created theme (Clarke and Braun, 2017). The use of a systematic literature review approach is beneficial in that it maps a clear strategy on how data can be

gathered and how these data can be integrated (Pollock and Berge, 2018). It has been done to make more informative and reliable insights about the nature of performance management systems and their impacts on the motivation of employees.

3.6 Ethical Considerations

The following are some of the ethical factors that have been considered since the research uses a secondary method. It involves that the study meets the ethical requirement given by the university (Arifin, 2018). While researching the articles and data sources that have been used to develop this research, it has been a priority that only credible data is used in the research. The articles employed in this research are properly cited so that there is no issue of plagiarism in this research. Endeavours have been made to ensure that information and findings from studies are up-to-date and published within the years 2018-2024. In addition, procedures used in selecting and analysing the data have been done appropriately to exercise research ethical standards (Shaw and Satalkar, 2018). These practices help in keeping up the quality of the research and also its outcomes apart from making sure that a certain kind of research is done in a friendly and ethical manner.

3.7 PRISMA Framework

In this research, all the relevant articles were identified using the PRISMA framework which is an acronym for Preferred Reporting Items for Systematic Reviews and Meta-analysis in a systematic way. This assists in filtering them and therefore helps in identifying the relevant research.

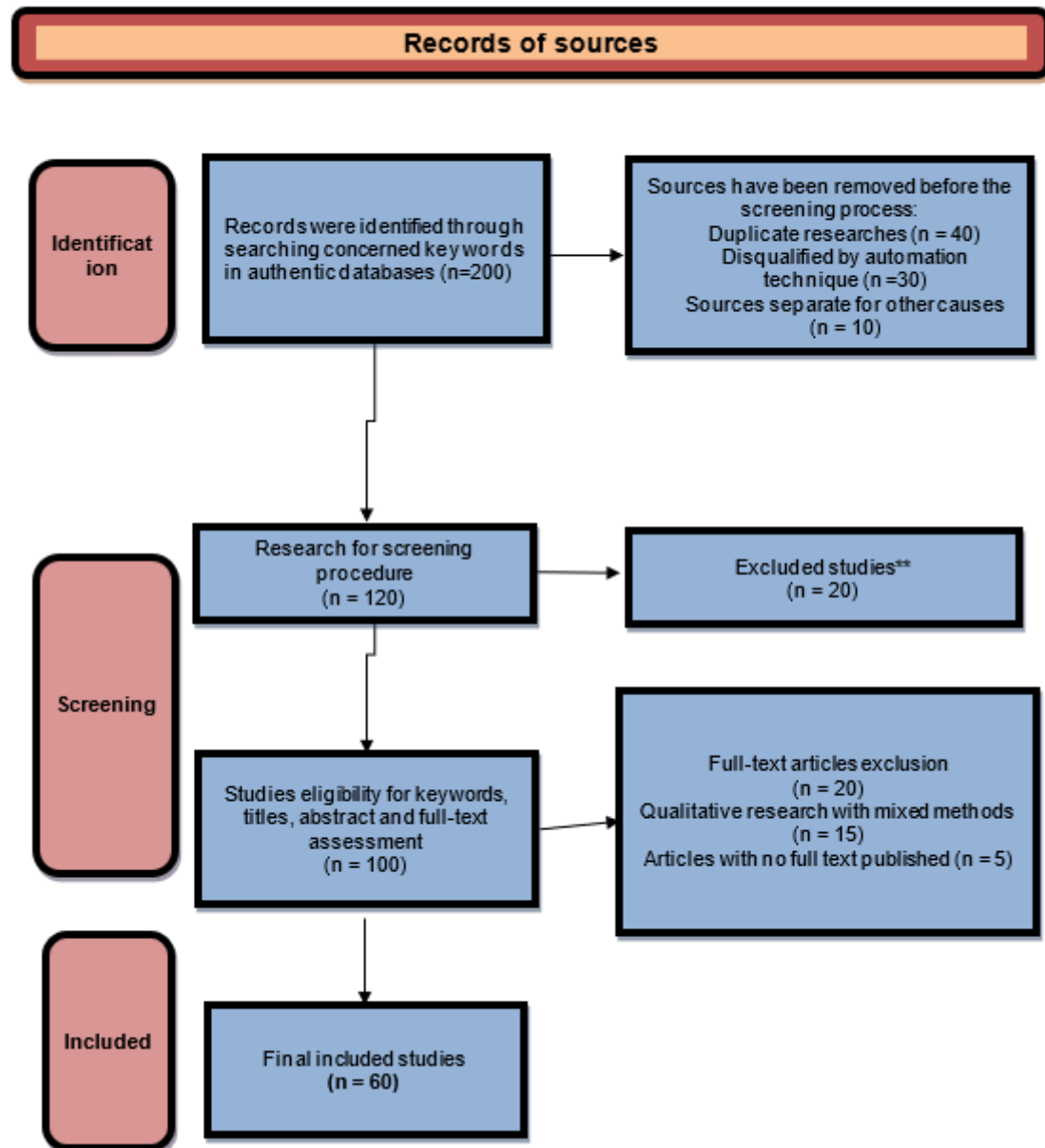


Figure 3: PRISMA Framework

(Source: By Researcher)

In this research, PRISMA is used to inform the identification of relevant studies after identifying the research aim, objectives, and questions (Tricco, et al., 2018). Next, sources and the database for procuring the relevant papers are stated, and then, the quality and accuracy of the research papers. The first step is concerned with the identification of 200 articles from different databases using particular keywords and selected criteria. From these 200 collected articles, 40 duplicate research have been removed. 30 sources have been disqualified by the automation techniques and a further 10 articles have been removed due to other reasons. The collected articles and research papers have been screened based on the quality, reliability, and relevance of the research papers to the study.

Out of the identified sources, 20 articles were excluded from the screening procedure. Then, considering the keywords, title, and abstracts, 100 have been chosen, and lastly, 40 articles

have been removed due to study type, no full text, and other reasons. Therefore, 60 articles have been included as they have been deemed effective, relevant, and suitable for use in the performance management system in driving motivation among employees. Because these research articles were most relevant and credible, these articles were selected for further analysis since they were most relevant to the research question (Page and Moher, 2017). These were useful steps in order to ensure that a good and credible review of the literature for the study has been achieved.

Chapter 4: Analysis, Findings, and Discussion

4.1 Introduction

This chapter of the research aims to analyse the data collected to ascertain the role of performance management in uplifting employee motivation. For the same, the data collected from secondary sources has been analysed using thematic analysis methods for which themes and codes are developed and interpreted in this section. The section also focuses on evaluating the key objectives that formulate the findings of the study further, leveraging the comprehensive discussion of the major results.

4.2 Data Extraction

Data extraction which is defined as the process of extracting valuable information from the sources implied the collection of 60 articles based on performance management and varied factors that drive employee motivation (refer to Appendix I). Based on the same the codes and themes are discussed which are discussed in the below section

4.3 Themes and Codes Development

Table 5: The Table of Themes and Codes (Keywords)

(Source: The Researcher)

Themes	Codes
An effective performance management system leads to enhanced employee motivation elevating their productivity and hence the profit generated by the corporation.	Performance management, employee motivation, employee, productivity, corporation, profit
Key performance management practices such as feedback and appraisal systems positively impact employee motivation.	Performance management practices, feedback, appraisal systems, employee motivation
Regular performance reviews and feedback intensify the feeling of being valued and engaged among employees motivating them to contribute more to the organisation.	Performance reviews, feedback, value, engagement, employee motivation, organisation
An effective performance management system sets clear and realistic goals leveraging the opportunities for advancements for employees and hence the organisation.	Performance management system, goals, opportunities, advancement, employee, organisation
Performance management systems help in leading efficient and informed decision-making processes establishing continuous learning and improving the workplace environment.	Performance management systems, informed decision, continuous learning, workplace environment
Practices such as regular feedback, goal setting, and not only improve the efficacy of the performance management system of the	Feedback, goals, performance management system, workplace, employee motivation

workplace but also uplift employee motivation.	
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4.4 Themes Interpretation

Theme 1: An effective performance management system leads to enhanced employee motivation elevating their productivity and hence the profit generated by the corporation.

According to Dangol, (2021) and Alqudah, et al., (2022), the field of performance management has been seen to continuously evolve especially when organisations are attaining competitive growth. However, the over-dynamic nature of this has challenged the human resource department of the emerging organisation. This, in the similar views of Lifang and Ali, (2024) and Riyanto, et al., (2021), has directly affected the employees as they feel deflated, unengaged, and even unmotivated. Thus, the performance management led by the managers is urged to improve their performance system such that it becomes effective and can lead to enhanced employee motivation.

The sole reason behind this, from the perspective of Kurniawati, (2022) and Basalamah, (2021), can be given to the fact that the enhanced employee motivation not only allows them to contribute more to the firm but also keeps them engaged with their work uplifting their willingness to master their skills and thus further opportunities. Moreover, Korenková, et al., (2019) and Neher and Maley, (2020), also elaborated that the performance management cycle involves tracking the progress of the individuals as well and thus can leverage personal development considering advanced growth and behavioural skills of the working force. As per Kalogiannidis, (2021), this is directly connected to organisational growth as the efficient workforce is capable of leading consistent progress while focusing on overall growth and development toward marginalised profits. In the same context, employees are often the face of the organisation owning the capability to build and maintain strong customer relationships. They are also responsible for building a positive organisational culture that can sustain the progressive success of the firm as they become well-equipped with the skills and knowledge. Furthermore, in the study accomplished by Noor, et al., (2020), increased employee motivation is the major driving force behind their performance. Motivated employees are more productive and happier at work which ultimately increases their positive contribution to the organisation. Additionally, Rasheed, et al., (2020) and Paais and Pattiruhu, (2020), also discussed that motivated employees show a willingness to accept workplace challenges and find ways to ensure the success of the task. It thus proves that efficient employees who are motivated can contribute to the organisation and aid them in generating higher profits. In the same alignment, Niati, et al., (2021), revealed that their motivated behaviour becomes the foundational cause for their commitment toward the collected vision and ensures their stay with the organisation. This is beneficial for the organisation that targets growth and success as the employee's creativity and innovative capability are the determinant factors for the same.

Moreover, as per the research done by Van Waeyenberg, et al., (2022), a performance management system that focuses on improving employee motivation through proper planning and established leadership thus can also ensure the generation of maximised profits. As stated by Girdwichai and Srivboon, (2020), PMS which is effective in nature not only embraces

employee productivity but also aids them in targeting their long-term growth along the organisational progress. Leveraging the same, the performance management that closely tracks and manages the progress must focus on increasing employee motivation as it directly impacts the high performance of the employees. Thus, it can be said that the increased efficiency of performance management ultimately magnifies the employee motivation that paves the way for organisational success.

Theme 2: Key performance management practices such as feedback and appraisal systems positively impact employee motivation.

As comprehensively evaluated by Muktiyanto, et al., (2020) and Lifang and Ali, (2024), performance management systems that deal with the monitoring of progress often involve practices that elevate employee well-being and working motivation. In other words, PMS which is effective in nature is focused on building employee optimal behaviour such that it embraces their personal as well as professional growth. These practices in the opinions of Jha and Ray, (2020) and Islam and Sarker, (2020), include measures such as feedback and appraisal systems that not only analyse the performance of the employee but also assist them in aligning with the common goal of organisational growth. Moreover, Gabriel and Aguinis, (2022), also stated that that to ensure employees are not burnt out and are able to access a healthier workplace even during a crisis is the ultimate way to strengthen the task force. In order to achieve this, the organisation must implement high-quality performance management that includes feedback and review systems.

Additionally, Pichler, et al., (2020) and Van Waeyenberg, et al., (2022), stated that performance management practices such as feedback that inculcates continuous interaction and analysis increase support for the employees defining their career paths and thus improving their engagement. This, as per the study of Makau, et al., (2024), ultimately contributes to their sense of feeling valued and engaged making them contribute more to the firm. Moreover, a fair performance evaluation that is led by honest feedback also ensures they are strengthened over their powers and remain focused on improving the weak areas thus building their confidence as a whole. Moreover, in the study of Zhenjing, et al., (2022) and Emelianova, (2019), it has surfaced that the performance analysis that is based on clearly defined goals also leveraged their understanding of the industry allowing them to perform better than those who are deprived of the evaluation and feedback mechanisms. This, in turn, leads them toward optimal learning and development realms allowing them to grow professionally.

In the same alignment, according to Al Aina and Atan, (2020), receiving appraisal is known to boost employee motivation by leading through continuous performance dialogue aligning their efforts with company goals. It is attributed to their improved performance by intensifying their morale along with the fostering of a positive relationship between employees and management. For instance, as illustrated by Islam and Sarker, (2020), in commercial banks there is an established positive relationship between performance appraisal and employee satisfaction. Moreover, Noor, et al., (2020), also revealed that employee satisfaction ultimately complements their productivity and effectiveness enriching their contribution to the

organisational success. This is because the feedback and appraisal system boosts the morale of the employees while motivating them to contribute more. Rewarding them for their efforts also contributes to their loyalty to the firm.

In the same realms, Mansaray, (2019), also discussed in the study that motivation influences employee performance and aids them in aligning with the organisational goals. Thus, it is the responsibility of HR management to motivate employees through effective performance management systems that focus on measures such as appraisal systems. Moreover, appraisals in the form of incentives, rewards, and also the training and development programs have a direct link with enhanced motivation. As they are shown to achieve organisational goals more effectively and strategically.

Thus, it can be said that key performance management practices such as performance appraisal and consistent feedback not only enhance employee motivation but also aid in their professional growth. This ultimately leads them to contribute more ensuring the success of the project and organization as a whole.

Theme 3: Regular performance reviews and feedback intensify the feeling of being valued and engaged among employees motivating them to contribute more to the organisation.

According to the views of da Cruz Carvalho, et al., (2020), stated that “Regular performance reviews and feedback make employees feel more valued and involved, which motivates them to contribute more to the organisation.” This means that performance management systems can motivate and inspire workers. The performance management system (PMS) rules could change how valuable an employee is to the business. One must set goals, keep an eye on progress, and evaluate results. If these tactics are used correctly, they could make employees more involved, happy, motivated, and productive. The timely feedbacks initiated through the PMS allow organisations to reward the employees for their efforts and provide them with a sense of recognition. These rewards and recognition create a feeling of being valued and motivate them to contribute more productivity in terms of organisational goals and objectives. As per the study conducted by Awan, et al., (2020), motivated employees also help the organisation to reduce the employee turnover rates and increase the retention of the current employees.

In contrast, Lifang and Ali, (2024), critiqued that any plan for managing success should be looked at and commented on often. The study examined that workers do better when they know what their jobs are and get feedback on their work often. People like and respect them more because of it. As per the study of Memon, et al., (2020), good performance management helps a business succeed by keeping employees motivated. Performance reviews and constructive feedback keep workers valued and help them in getting motivated towards their goals which enhances the productivity of the organisation. Moreover, the research done by Kuswati, (2020), analysed that for companies to be productive, employees need to be motivated. The authors found that feedback reviews motivate workers to improve and grow the business. Through feedback and appreciation, PMS may make employees happier and feel valued in the organisation. Having these traits gives employees a feeling of pride and purpose. Research shows that regular job reviews are good for staff morale.

In the same alignment, Aliyyah, et al., (2021) evaluated how intrinsic drive affects commitment and success at work. The results showed that organised performance management systems raised morale at work by making it easier to set and reach measured goals and give and receive helpful feedback. Rewarding and valuing workers makes them more loyal and increases their engagement. Using a project management system (PMS) has been shown to boost both trust and output. As comprehensively evaluated by Nguyen, et al., (2020), in a healthy workplace, organisations support a performance management system (PMS) with feedback and reviews that happen constantly. When workers feel like their boss values their work, they are more dedicated and more likely to take the initiative. Employees can use these tests to see if their goals are in line with those of the company as this gives them ideas and leads them.

Additionally, Pichler, et al., (2020), stated that performance management strategies that include regular reviews and feedback help employees in keeping their morale high. The employees put in their best efforts because they knew they were important to the team and were respected in the organisation. When the organisation considers the efforts of the employees and addresses their relevant concerns they feel more engaged and contribute towards making better relationships. The strong relationship between the workforce and the organisation develops efficient communication channels which results in a lack of conflicts and high positive project outcomes. As stated by Nguyen, et al., (2020), feedbacks provided by the PMS need to be specific and meaningful and include the recognition of employee's positive behaviour and achievements. This way employees can feel motivated and try not to settle for less and keep indulging them towards learning and growth. This can help in creating an environment where growth, development and open communication are valued.

Thus, it can be analysed that Employees can be motivated by both feeling valued and constructive feedback, which is good for businesses and the business does very well because of the rise in productivity.

Theme 4: An effective performance management system sets clear and realistic goals leveraging the opportunities for advancements for employees and hence the organisation.

According to Awan, et al., (2020), a good PMS helps employees set goals, seek opportunities in their careers, and get the most out of their work and the business as a whole. A good project management system (PMS) can help workers align their goals with the company's goals, look over their performance, and find skill-building areas. The project management system (PMS) sets goals that can be reached and gives employees the opportunity for advancements in their careers so that the company can be more successful and employees will be more engaged. As evaluated by, Møller and Hill, (2021), by defining the clear goals and objectives that are specific, measurable, achievable and relevant, an organisation can more competently align the employee efforts. The project manager can assign the responsibilities to the employees according to their capability associated with the particular task and objective. Setting specific objectives and goals also helps the PMS to provide accurate feedback and relevant changes required and reduce the further chances of any errors.

As per the views of Audenaert, et al., (2021), it has been critically examined that good performance management methods were linked to happy employees and rewards systems. Setting goals that can be reached can help people with PMS be more motivated, happy at work, and healthy in general. The authors stated that employees are more committed and excited when they are given goals they can reach and the chance to move up. In the same alignment, according to Basalamah, (2021) and Govenderr and Bussin, (2020), a nice workplace with a well-organised performance management system (PMS) can keep workers motivated and happy. When people have clear job goals and chances to move up, they are happier and more productive. In this case, it's very important to have a performance management system that can rate skills and set job goals. When workers are praised and paid for their hard work, they are more likely to reach their goals.

Additionally, Dangol, (2021), stated that it's important to have goals that are clear, measurable, and attainable. It has been also stated that the way employees are evaluated at work affects their drive. Businesses can get their employees to do better work with the help of performance management tools. Companies can keep working with a good project management system (PMS) that gives them feedback all the time, even if their goals change. Management information systems, or PMS, are good for both companies and workers. Audenaert et al., (2019), analysed that when employees with PMS are honest about their goals and areas where they need to improve, it motivates and interests their coworkers. Hongal and Kinange, (2020), also supported this fact in their study that employees are more likely to think outside the box when they can see the bigger picture. Leadership has a big effect on PMS goals, according to the study. In turn, this makes workers want to put in more hours so the business can grow. When leaders give comments and rewards, employees may do better with the PMS.

Thus, it can be concluded that performance management is a constant process of enhancing the employee's performance by leveraging individual goals which are aligned with the goal of the organisation. Offering training, support time, and mentorship with resources helps the employees to succeed in both their personal and professional lives.

Theme 5: Performance management systems help in leading efficient and informed decision-making processes establishing continuous learning and improving the workplace environment.

As per the perspective of Kurniawati, (2022) and Møller and Hill, (2021), the performance management system is an efficient tool that can help in making informed decisions and establishing continuous learning. These systems allow employees and project managers to identify, collect, and analyse data based on employees' performance which provides actionable insights that foster informed decision-making. Additionally, it has been revealed in the study of Peñaloza, et al., (2021), that the performance system tools provide an environment that helps the manager to identify the various areas of adjustments associated with each employee and these performance analyses help them to make decisions accordingly. In the study of Zhenjing, et al., (2022), informed decision-making can contribute towards more realistic expectations by considering the opinions and viewpoints of each and every individual that can help in identifying the risks and benefits of various options. An efficient PMS need to include informed

decision-making and establish a learning environment by estimating the various areas of improvement.

Another study by Van Waeyenberg, et al., (2022), said that a performance management process can help the organisation to communicate the goals and objectives and facilitate each individual's accountability for meeting these goals by regularly tracking their performance. Regularly tracking and monitoring the employee's performance also helps in identifying their potential and abilities and assigning them tasks accordingly. It also involves making informed decisions regarding talent management, resource allocation, and strategic planning that provide beneficial insights for the future. In addition to this, another author said () the regular tracking also helps the manager to make decisions that are based on real data and can be more accurate as compared to the decisions made on assumptions and guesswork. It reduces the risk of errors, especially in critical projects and allows employees to learn from setbacks and failures. By learning from their own mistakes employees can efficiently establish a learning and self-improvement environment.

Moreover, according to the views of Pichler, et al., (2020), a performance management system also facilitates a better learning environment by offering opportunities, and feedback, initiating development plans, and recognising achievements. The study by Salas-Vallina, et al., (2021), also surfaced that regular evaluation and monitoring allow managers and leaders to incorporate diverse and flexible learning opportunities that can help them grow and learn new skills. This can help boost employee morale as the upgradation of new skills opens new opportunities for them in behavioural as well as monetary terms that also result in high engagement. In a similar context, other authors Moller and Hill, (2021), identified that performance management systems allow managers to make informed decisions by recognising the achievements and efforts of each employee through monitoring and tracking. This encourages the employee to contribute more towards organisational aims and objectives by increasing productivity. The recognition of employee efforts and contributions also leads to a healthy workplace environment.

In addition to this, the author Zhenjing, et al., (2022), said that performance management systems also have significant impacts on the workplace environment. As the decisions are based on evaluation and monitoring this can reduce the chances of biases and ensure equality. Equality in the workplace helps the manager to monitor and observe every individual and provide accurate feedback free from any personal grudges. This helps in facilitating improved communication by informing tasks and challenges the team and engaging them efficiently to work towards the organisational goals and objectives. The study of Niati, et al., (2021), identified, that an effective performance management system can help the manager to provide a strong opinion about employee performance and provide mentorship to improve the necessary areas. This can help the employees to reach their full potential and subsidise organisational productivity and a healthy environment approach. The timely evaluation through an efficient performance management system also helps in maintaining a better work-life balance to improve the workplace atmosphere.

Theme 6: Practices such as regular feedback, goal setting, and not only improve the efficacy of the performance management system of the workplace but also uplift employee motivation.

Pichler, et al., (2020), conducted a study and identified that regular feedback can help in improving the ability of performance management. As these feedbacks help in identifying the various areas where employees are lacking and require training to address the same. According to another study conducted by Lee, et al., (2020), feedbacks allow managers to determine the lack in the early phases of the task and make considerable changes that can improve the overall efficiency of the project. Appropriate and timely feedbacks increase the efficacy of performance management by identifying the barriers to employee growth and upliftment and determining various mitigation strategies to solve these roadblocks.

Further, the authors Alqudah, et al., (2022), said it also facilitates the culture of accountability as it creates a sense of responsibility among the workforce and communicates their roles and commitments clearly. This makes them feel empowered to fulfil their responsibilities and reliable for consistent outcomes. This clear communication also results in better relationships and improved trust that can lead to uplifting the employee's morale and feeling valued. From the study of Hongal and Kinange, (2020), uplifting the morale of employees is a crucial task that needs to be done in any organisation. As less motivated employees reduce the operational efficiency and make the environment less likely for others. Employees with low morale cannot maintain a balance between personal and professional life which results in reasons of high fatigue and stress. Providing them regular feedback through an efficient PMS can contribute towards engagement and morale and make them more aware regarding the approaches they can integrate in order to maintain the work-life balance.

In a similar vein Fishbach and Woolley, (2022), Anho, (2022), and Gosnell, et al., (2020), highlighted addressing goal setting as an aspect of performance management can help the organisation to align with the objectives. This increases the overall productivity of employees by systematically setting goals and objectives and understanding their potential risks. When employees frequently discuss goal setting and their performance with managers it facilitates communication and increases transparency. In addition, Khassawneh and Elrehail, (2022), and Lee, et al., (2022), discussed that transparency in the performance management system is a good sign that can initiate trust and confidence among employees and managers and encourage them to contribute positively towards the organisation for a longer time period. Furthermore, another author identified that, while improving the efficacy of a performance management system, individuals can address fairness, employee satisfaction, and team collaboration as it can facilitate the performance of an employee.

As per the views of Memon, et al., (2020), Audenaert, et al., (2021), and Amjad, et al., (2021), goal setting and strong feedback can contribute to the efficacy of the performance management system critically identifying the concepts of productivity, employee upliftment, employee engagement, and employee satisfaction. Performance monitoring and evaluation include various tools that help the organisation and managers track and evaluate employee performance. It keeps the employees engaged recognises their energies associated with the tasks and determines employee reward as an important task for their upliftment. In a similar

context, other authors Hongal and Kinange, (2020) and Makik, et al., (2020), said that highly motivated and engaged employees can help in reducing the employee turnover rate and uplift the morale of existing employees.

Performance management systems ensure that the employees effectively align with the organisational objectives and contribute towards the same. The increased productivity of employees motivates them towards further growth and development and makes them remain in the organisation. So, it can be concluded that providing regular feedback and incorporating the learning environment can increase the efficiency of the performance management system.

4.5 Discussion

The study that evaluates *“What is the impact of employee motivation on performance management systems?”* determined several factors that could enhance the efficiency of PMS and lead to uplifted employee motivation. Leveraging this, it has been analysed that the high motivation of the employees positively contributes to the performance management systems of the organization. As per the findings of the data analysis section, an effective performance management system enhances employee motivation and productivity which ultimately leads to the generation of high profits in the corporation. The performance management system in the organisation is one of the effective approaches to maintaining the high performance of the employees which is a significant factor in enhancing the overall brand reputation and profits. The high performance of the employees ultimately enhances the service quality and costs through which customer satisfaction and engagement increase in the company.

Similarly, the literature review findings describe that the performance management system helps employees stay motivated and maintain their efficiency in their operations to gain higher outcomes (Legault, 2020). This directly contributes to the organisational success and goals as the high performance of the employees helps to foster operational efficiency along with the opportunities for the firm to expand the business in the global market.

The findings clearly describe that an effective performance management system helps to set clear and realistic goals leading to opportunities for advancements for employees as well as the organisation. This helps to maintain the high performance of the employees for which they are compensated in the form of rewards and appraisals which shows the growing opportunities for the employees. The company is able to set higher goals as the performance management systems ensure high operational efficiency and a positive brand image, ultimately increasing the competitive advantage and opportunities in the global market for the expansion of the business.

Similarly, it can be depicted from the literature review section that there is a positive relationship between goal-setting and performance management systems in the organisation (Fishbach and Woolley, 2022). It increases the efficiency of the managers to think more creatively to increase the overall performance of the organisation with the employees. This is because when their efforts are recognised and acknowledged it boosts their confidence and leads them to challenge their capabilities while excelling in their tasks to lead to personal and professional growth along with organisational success.

In regard to data analysis, performance management systems help in leading efficient and informed decision-making processes that establish continuous learning and improve the

workplace environment. The performance management system encourages managers to think of effective strategies to enhance the performance and growth of the employees as well as the organisation. This fosters constant improvements in the policies, practices, and strategies of the organisation to maintain the excellent performance of the employees which is one of the significant contributors to the organisational growth.

However, the literature review highlights that the performance management system helps to set well-defined goals along with considering the job satisfaction, expectations, and feedback of the employees as they are the main assets of the company (Altaf, et al., 2022). Practices such as rewards, appraisals, and positive feedback in performance management encourage the employees to be more productive and effective to provide higher outcomes to the company. This complemented the research question, ***“How does the performance management system impact employee motivation in the workplace?”*** in a way as it has been discussed that enhanced PMS allows employees to contribute more to the firm.

From the results, it has been analysed that key performance management practices including feedback and appraisal systems positively impact employee motivation. The rewards provided to the employees in terms of monetary appraisals are effective in increasing their engagement and motivation to perform the task with higher efficiency due to compensation for their extra efforts leading to high profits and sales. The feedback systems also help the employees to focus on the areas required to be developed to ensure high outcomes and performance in the company. Likewise, the literature review section also highlights that feedback on a consistent basis can help employees improve regularly and increase their productivity while performing the operations (Paaais and Pattiruhu, 2020). Whereas, the appraisal systems can increase the extrinsic and intrinsic motivation of the employees as it can create positive competition among the employees to gain high rewards and more appraisals by performing the best among all.

Analysing the findings, it can be examined that the regular performance reviews, as well as feedback, strengthen the feeling among employees of being valued and engaged which motivates them to contribute more to the organisational success. The feedback and performance reviews help the employees to understand their areas of development along with the way through which they can raise their efficiency and productivity.

On the other hand, literature review findings depict that positive feedback makes employees feel more comfortable and motivated in comparison to negative feedback. A culture of appreciation boosts the motivation of the employees to contribute to the organisational success but the employees provide negative feedback about their performance and feel demotivated which discourages them from performing well (Al Aina and Atan, 2021). The constructive feedback provided in a wrong manner also decreases the engagement and support of the employees in the company to ensure high organisational performance.

Highlighting the results, it can be analysed that practices such as regular feedback, and goal setting, not only improve the efficacy of the performance management system of the workplace but also uplift employee motivation. The regular feedback provided to the employees helps them to identify their weak points which can be improved to ensure high performance and goal setting helps them to clarify the aim and vision of the company. This encourages the employees to improve themselves and gain positive feedback and rewards by contributing at the highest level to the organisational goal and growth.

A similar literature review describes that fostering activities such as providing feedback and setting goals help to maintain the high performance of the employees as well as the organisation (Greco, et al., 2020). Regular feedback and goal setting increase the motivation of employees to perform well and increase their productivity to reach the target which benefits the company as well as them in terms of profits and rewards. This addresses the research question, ***“What are the practices for enhancing employee motivation based on effective performance management?”*** the findings illustrate regular feedback and reviews, goal setting, and appropriate appraisal systems not only uplift the efficiency of PMS but also boost employees’ morale and thus their motivation to contribute to organisational well-being.

In other words, enhanced PMS has a direct link with employee motivation and has to be considered by the organisation to ensure their progressive success. This involves prominent PMS approaches such as regular feedback, achievable goal setting, providing opportunities and a continuous learning environment, and recognition programs. This directly amends the gap of restricted knowledge regarding PMS practices that can potentially uplift the motivation of employees benefiting both employees and organisations in the longer run.

Chapter 5: Conclusion and Recommendations

5.1 Introduction

This chapter of the study aims to conclude the complete research by framing the comprehensive conclusion ascertaining the accomplishment of the objectives. The section also provides suitable recommendations to the concerned stakeholders based on the conclusion revealing ‘the vitality of efficient performance management system in determining enhanced employee motivation’. Moreover, this segment also presents the practical implications and future direction of research aiming to expand the knowledge of the study further.

5.2 Conclusion

The research based on understanding the significance of performance management systems has been led through systematic literature reviews of multiple pieces of information. This is to determine how employee motivation can be boosted by efficient performance management practices followed within the organisation. It has been concluded that a performance management system which is defined as the process of enabling the cooperation to track and monitor the employee’s performance has a positive relationship with their productivity levels and thus overall success. The system also includes goal setting, targeting, monitoring, reviewing, and giving feedback to employees that uplifts their alignment with corporate goals fostering a positive growth environment.

Based on *the first objective* which ascertains the effectiveness of enhanced employee motivation based on performance management suggests the direct relationship among them. It has been prominently concluded that an efficient performance management system not only helps to enhance employee motivation but also drives them toward maximised productivity. Moreover, it has been concluded that the increased productivity levels urge the employee to contribute more to the firm ensuring its long-term sustainable growth. This is because the over-dynamic nature of the HR department and the competitive growth of the market has left the employees feeling deflated, unmotivated, and unengaged, Thus, upgrading the PMS That focuses on increasing employee motivation not only keeps them engaged but also acts as a determinant factor behind their enriched performance. In other words, it can be said that upgraded PMS that focuses on boosting employee motivation indirectly aids in employee alignment with the organisational goals building their productivity levels.

Moreover, *the second objective* strongly insists on the key performance management practices that hold the immense potential to positively impact employee motivation. Leveraging this, it has been observed that measures such as feedback and appraisal systems directly uplift the morale of the employee by increasing the continuous interaction between management and employees. This has proven them to feel valued and engaged allowing them to contribute more to the well-being of the firm. In addition, honest feedback ensures employees embrace their strengths while focusing on improving their weaknesses ultimately upgrading their personal growth. It is noteworthy to also conclude that this in turn, also uplifts their professional growth as feedbacks allow them to perform better than those who are usually deprived of the evaluation mechanisms.

In the same alignment, it has been also revealed that employees upon receiving the appraisal react positively to the work pressure as it is known to foster their relationship with management while creating a healthier working environment. The enhanced PMS enriched with rewarding the employees for their efforts is also found to be significant to the increased loyalty toward the firm. Thus, it can be concluded that key performance management practices such as feedback and appraisal systems are efficient in boosting employee motivation and directly enhancing their performance.

Furthermore, based on *the third objective*, it has been also concluded that regular performance reviews and feedback are determinants to elevate the feeling of being valued and engaged among the employees uplifting their motivation. This is because regular interaction in the form of reviews imposes the fact that employees are valuable to the firm, Thus, evaluating their performance makes them feel happy, motivated, and productive.

Additionally, the employee is motivated by good performance management as they also feel respected magnifying their commitment to the firm. This is also found to make them dedicated toward the organisational goals giving a boost to their motivation that aids them in tackling all the working challenges against the odds. In other words, it can be said that PM strategies that include regular reviews and feedback aid in keeping employee morale high ensuring they are satisfied with the job and happy at contributing to the firm. This also includes their feeling of being important to the team inculcating their willingness to take extra initiatives.

Nevertheless, *the fourth objective* signifies the co-relationship between the variable defining goal setting in PM and employee motivation levels. The sole reason behind this can be given to the surfaced fact that PMS aids in leading efficient and informed decisions that foster healthier and strengthened workplace environment. This is because it has been concluded that the PMS process aids the organisation in communicating its goals and objectives to ensure each individual is aligned with its vision by also tracking their performance along. In addition, setting clear and realistic goals that are complemented by PM practices like feedback opens opportunities for the individual's growth while upgrading their skills. This ultimately facilitates their motivation to work rooted in the intensified personal and professional growth. Furthermore, the enhanced interaction allows guided mentorship that leads to informed decisions making employee the important art of the decision and thus enriching their confidence while making them feel valued. Extracting their potential and establishing a healthy working environment leveraged through timely evaluation thus benefits the employees in upgrading their professional skills and experiences.

On a similar end, effective performance management practices such as regular feedback along with the initiation of clear and defined goals not only improve its overall efficacy but also boost employee motivation throughout their tenure. This is because through thorough and regular feedback it is possible to identify the lack in the early phases of the task and make considerable changes ultimately ensuring the success of the tasks. Moreover, it has been concluded that setting the goal as an aspect of PM allows organisation to align with the objectives while leveraging transparency and communication within organisation. Also, it has been seen that goal setting and consistently strengthened feedback contribute to efficient PMS uplifting

employee motivation, engagement, and ultimate satisfaction. This is because it keeps them engaged through a reward system making them feel valued and appreciated.

5.3 Recommendations

The performance management system has been found to have a significant positive impact on employee motivation. It can also be said that uplifting the effectiveness of PMS is directly linked to enhanced employee motivations and hence several recommendations are discussed below to intensify the effectiveness of PMS.

- **Use of Technology to Gain Better Insights:** The integration of various machine learning and artificial intelligence tools can help the organisation to deploy an efficient performance management system. The use of data analytics allows managers to gain better insights into employee performance along with various associated external factors (Varma, et al., 2023). It uses the product data to test and validate the ideas and determine the impacts on business performance. For instance, deploying PMS to identify the impacts of newly integrated features in any product can help in determining its success factors. In context to employee performance, the PMS can use data analytics to define clear expectations and how the employees are performing against these expectations. The clarity in the expectations improves the competency of PMS and avoids any chances of misalignment and misunderstanding. This can also foster high employee engagement and motivation which results in increased efficacy of the performance management system.
- **Define Few but Equally Vital Objectives:** In order to improve the efficiency of PMS, organisations can define fewer objectives that are more relevant and feasible. This approach can help the organisation to reduce the chances of any misalignment and disengagement of employees. Defining few and clear objectives helps the organisation to stay focused on the same and ensure employee involvement (Weideman and Hofmeyr, 2020). This also helps the employees to channelise their efforts more potentially towards defining a set of objectives and achieving the goals more competently. This can lead to an increase in the efficiency of PMS as better engagement of employees and aligned objectives are the key factors that need to be addressed while evaluating PMS efficiency. The alignment of a few vital objectives is easier for the organisation as achieving realistic goals can increase employee satisfaction and ultimately contribute towards efficient performance management evaluation. Defining clear and concise objectives also facilitates clarity in roles and responsibilities and it make it easier for the employees to accomplish the aims.
- **Creating Adaptable and Intuitive PMS:** As today's working environment is dynamic and requires timely changes, deploying a final and unwavering PMS is not an ideal approach.

Organisations need to understand the dynamic culture and deploy a changeable PMS that can be easily modified according to the working environment. This can help the management to implement a more practical approach and address the external challenges more easily (Cosa and Torelli, 2024). It can result in determining employee performance by concerning the changes in the objectives and working environment and encourage employees as their performance is evaluated fairly. A fair evaluation ensures the employees that all associated external factors are being addressed and there should be no biases during their performance monitoring. Deployment of instinctive PMS can facilitate practicality, growth and employee needs more efficiently while parallelly focusing on the organisational values and other factors.

- **Defining Individual Development Plan (IDP) and Performance Improvement Plan (PIP):** In order to increase the efficacy of PMS, organisations can integrate the idea of developing individual plans. This development plan helps the organisation address individual employees and provides a development plan that identifies areas of improvement along with rewards and recognition. It can help the employees to efficiently analyse their self-growth and adopt various strategies to upgrade their skills (Awan, et al., 2020). These customised plans are based on performance evaluations and career goals and are considered as an output of PMS. In addition to this, the PIP provides a structured plan with clear targets that help in improving the performance of underperforming employees within a set timeframe. The PIP and IDP increase the efficiency of the performance management system along with increasing employee morale and satisfaction. Highly encouraged employees can prove to be a better asset for the organisation by delivering consistent efforts and increasing efficiency. It also leads to accurate evaluation and monitoring that ultimately increases the efficiency of PMS.

So, it can be said that integrating technology such as artificial intelligence and machine learning can help the organisation deploy data analytics for better employee insights. Furthermore, defining only vital objectives also streamlines the PMS and increases its adaptability to work in a dynamic environment which is a sign of efficient PMS. The introduction of PIP and IDP also makes the PMS more competent.

5.4 Practical Implications of Research

The following research helps the organisation to govern employee performance and identify their capabilities to contribute towards the organisational objectives. Along with this, an efficient PMS also helps the project manager to timely monitor and recognise employee efforts and offer fair promotions and rewards. The performance evaluation allows managers to identify the need for training and determine those areas where employees are lacking. Furthermore, the

deployment of PMS also benefits the employees by increasing their morale and engagement. It provides regular feedback and sets clear expectations and goals that help in creating individual development plans and allows employees to align their efforts with organisational aims and values.

5.5 Limitations and Future Direction of Research

The research has been conducted by integrating secondary data analysis along with thematic analysis that can help in identifying the patterns and themes. The use of a systematic literature review with qualitative analysis restricts the research to 60 articles and omits the analysis of quantitative aspects. This ultimately limits the comprehensive analysis of the measure of the impact of performance management systems on employee motivation. This also limits the identification of best practices that may upgrade the PMS such that employees are not only motivated but also pushed to contribute more to the organisational success.

Thus, future research can be led by conducting a primary method that incorporates the understanding of the measure of the impact of effective PMS on employee motivation. This can help further research to expand the realistic influence of PMS on organisations in a more detailed manner along with the current strategies they implement to increase the efficiency of PMS and how it addresses employee engagement.

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Appendix

Appendix I- Data Extraction Table

S. No.	Articles	Title	Type of Study	Aim	Keywords
1.	Dangol, (2021)	“Role of performance appraisal system and its impact on employees' motivation”	Quantitative study	To determine the role of performance appraisal and understand its massive impact on employee considering their motivation	Performance appraisal, motivation, performance, employee development
2.	Awan, et al., (2020)	“Role of performance appraisal system and its impact on employees' motivation”	Quantitative study	To explore the effectiveness of a performance management system concerning employee performance.	Performance management system effectiveness, work engagement, task performance, contextual performance
3.	Al-Jedaia and Mehrez, (2020)	“The effect of performance appraisal on job	Quantitative study	To assess the impact of performance appraisal on employee's job performance on the	Performance appraisal, leadership style, motivation, job

		performance in the governmental sector: The mediating role of motivation”		role of motivation as the mediating factor.	performance, governmental sector
4.	Mansaray, (2019)	“The Role of Human Resource Management in Employee Motivation and Performance- An Overview”	Secondary - qualitative study	To understand the inter-relationship between employee motivation and performance	Human resource management, motivation, performance, work/job performance, performance management, performance appraisal, organization, reward, commitment
5.	Lifang and Ali, (2024)	“The impact of performance management on employee motivation and Engagement”	Qualitative study	To evaluate the impact of performance management on employee motivation and engagement	Performance management, Employee motivation, Engagement, influence
6.	Riyanto, et al., (2021)	“Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement”	Quantitative study	To analyse the impact of motivation and job satisfaction on employee performance by focusing on their engagement.	Employees, management, organizations, behaviour, engagement
7.	Rasheed, et al., (2020)	“Perceived compensation fairness, job design, and employee motivation:	Quantitative study	To investigate multiple factors of employee’s job motivation in the public sector	Perceived compensation fairness, job designs, working environment, employee’s job motivation,

		the mediating role of working environment”			public sector commercial banks.
8.	Paais and Pattiruhu, (2020)	“Effect of motivation, leadership, and organizational culture on satisfaction and employee performance”	Quantitative study	To examine the effect of motivation, leadership, and organisational culture, on job satisfaction and employee overall performance	Motivation, leadership, organisation culture, work satisfaction, employee performance
9.	Alsafadi and Altahat, (2021)	“Human resource management practices and employee performance: the role of job satisfaction”	Quantitative study	To investigate the impact of HRM on improving employee performance (EP)	Human resource management practices, EP, Job satisfaction
10.	Korenková, et al., (2019)	“Linking a performance system and competencies : Qualitative research”	Secondary - qualitative study	To identify the performance indicators that impact business performance creating a competency model for a performance management system within a system,	Competence, Z-MESOT, performance management system, key performance indicators
11.	Neher and Maley, (2020)	“Improving the effectiveness of the employee performance management process A managerial values approach”	Secondary (conceptual study)	To determine the role of managerial values in uplifting employee performance management and its effectiveness.	Maturity model, engagement, effectiveness, employee performance management, managerial values
12.	Kurniawati, (2022)	“Literature review motivation and performance determination: training	Library literature	To understand how training and performance appraisal systems influence the motivation of the	Motivation, performance, training, and assessment performance

		analysis and performance assessment”		employees affecting their performance.	
13.	Emelianova, (2019)	“Impact of Reward System on Employee Performance: A Case Study of Normet Ltd.”	Mixed method study	To investigate the influence of reward system on employees’ overall performance	Reward system, employee performance
14.	Kalogiannidis, (2021)	“Impact of employee motivation on organizational performance. A scoping review paper for public sector”	Scoping-review study	To review varied studies based on employee motivation to understand its impact on organisational performance	Employee motivation, job satisfaction, organizational performance
15.	Makau, et al., (2024)	“Moderating effect of work environment on the relationship between performance management initiatives and the performance of public secondary school teachers in Kenya”	Mixed-method study	To establish the relationship between performance management and performance of schools adhering to the impact of work environment	Work environment, performance management, school teachers
16.	Mehale, et al., (2021)	“Maximising training evaluation for employee performance improvement ”	Primary-qualitative (empirical study)	To understand whether the evaluation of the training post-period measures employee performance improvement in the SA financial sector	Human resource development, training evaluation tools, performance improvement, return on investment.
17.	Noor, et al., (2020)	“Impact of Rewards System on	Quantitative	To understand the vitality of employee motivation and the	Rewards, recognition, motivation,

		Employee Motivation: A Study of a Manufacturing Firm in Oman”		major influence of reward and recognition programs on employee motivation and overall performance.	importance, productivity, satisfaction
18.	Rasheed, et al., (2020)	“Perceived compensation fairness, job design, and employee motivation: the mediating role of the working environment”	Mixed method	To explore the multiple factors of employee’s job motivation in the public sector	Perceived compensation fairness, job designs; working environment, employee’s job motivation, public sector commercial banks.
19.	Van Waeyenbergh, et al., (2022)	“Performance management and teacher performance: the role of affective organizational commitment and exhaustion”	Quantitative study	To evaluate how performance management is related to the employee (teacher) in the education sector while understanding the role of affective organisational commitment and exhaustion.	Performance management, affective organisational commitment, exhaustion, employee performance, HRM system strength, education
20	Islam and Sarker, (2020)	“The effect of management by objectives on performance appraisal and employee satisfaction in commercial banks”	Quantitative	To determine the influence of the performance appraisal method, ‘management by objective’ on performance appraisal and employee satisfaction	Commercial banks, employee satisfaction, management by objectives, organizational effectiveness, and performance appraisal.
21.	Gabriel and Aguinis, (2022)	“How to prevent and combat employee burnout and create healthier workplaces	Qualitative	To evaluate how employee burnout can be prevented by creating healthier workplaces during crisis and beyond	Burnout engagement, job demands, job resources, human resource management

		during crises and beyond”			
22.	Niati, et al., (2021)	“The Effect of Training on Work Performance and Career Development : The Role of Motivation as Intervening Variable”	Quantitative study	To ascertain the impact of training on employee performance through the mediator of their motivation	Training, work performance, career development, motivation
23.	Nguyen, et al., (2020)	“Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence and compensation (a study of human resource management literature studies)”	Qualitative study (literature review) study	To understand the varied factors affecting employee performance including motivation, environment, leadership, work achievement, competence, culture, and compensation	Employee performance, work motivation, leadership, work environment, organizational culture, work achievement, competence, and compensation
24.	Damarasri and Ahman, (2020)	“Talent management and work motivation to improve the performance of employees”	Quantitative study	To examine employee performance and talent management along with the work motivation that impacts employees’ overall performance	Talent management, work motivation, employee performance.
25.	Ali and Anwar, (2021)	“An empirical study of employees’ motivation and its	Quantitative study	To understand the role of employee motivation and its impact on job satisfaction	Motivation, reward, incentive, recognition, job satisfaction

		influence on job satisfaction”			
26.	Aliyyah, et al., (2021)	“What affects employee performance through work motivation?”	Quantitative study	To estimate the impact of workload and ultimate competence on the performance of the employee through their work motivation	Competency, workload, employee performance, work motivation
27.	Girdwichai and Srivboon, (2020)	“Employee motivation and performance: do the work environment and the training matter?”	Quantitative study	To ascertain the influence of employee motivation on the employee's overall performance.	Employee motivation, performance, work environment, training
28.	Chien, et al., (2020)	“The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia”	Empirical study (quantitative study)	To understand how workforce motivation can uplift the business strategy	Business strategy, employee performance, work motivation
29.	Kuswati, (2020)	“The effect of motivation on employee performance”	Quantitative study	To explore the effect of employee motivation on their performance	Motivation; performance; organizational factors
30	Awan, et al., (2020)	“Effectiveness of performance management system for employee performance through engagement”	Quantitative study	To ascertain the effective performance management system and its effectiveness concerning employee performance	Performance management system, employee performance, engagement
31.	Basalamah, (2021)	“The role of work motivation and work environment in improving	Quantitative study	To evaluate the impact of work motivation and working environment on the job satisfaction of employee	Work motivation, work environment, job satisfaction

		job satisfaction”			
32.	Aguinis and Burgi-Tian, (2021)	“Talent management challenges during COVID-19 and beyond Performance management to the rescue”	Secondary - Qualitative	To understand how performance management can resolve the challenge of talent management faced during COVID-19 by the organisation	COVID-19, talent management, employee development, leadership, performance management, performance measurement
33.	Atmaja, et al., (2022)	“Actualization of performance management models for the development of human resources quality, economic potential, and financial governance policy in Indonesia ministry of education”	Descriptive- Qualitative study	To actualise the performance management models for HR quality development along with economic and financial upliftment in educational organisations	Performance, management, economic potential, soft finances
34.	Hartinah, et al., (2020)	“Retracted: Teacher’s performance management: The role of principal’s leadership, work environment and motivation in Tegal City, Indonesia”	Quantitative study	To understand how a principal's leadership along with motivation can improve the performance of the teachers	Performance management, Certified teacher’s performance, Principal’s leadership, Work environment, Motivation to affiliate,
35.	Al Aina and Atan, (2020)	“The Impact of Implementing Talent Management Practices on Sustainable Organization	Quantitative study	To examine the impact of talent management practices on sustainable real-estate organisations’ performance	Talent management; sustainability; sustainable organizational performance; structural equation modeling; United

		al Performance ”			Arab Emirates (UAE)
36.	Hajiali, et al., (2022)	“Determinati on of work motivation, leadership style, employee competence on job satisfaction and employee performance”	Quantitati ve study	To investigate the impact of motivation, leadership, and competence on employee satisfaction and performance while establishing an inter-connected relationship	Work Motivation, Leadership Style, Competence, Job Satisfaction, Employee Performance
37.	Saffar and Obeidat, (2020)	“The effect of total quality management practices on employee performance: The moderating role of knowledge sharing”	Quantitati ve study	To determine the impact of quality management practices on the performance of employees	Quality management, TQM, knowledge sharing, Qatar, e mployee performance
38.	Salas- Vallina, et al., (2021)	“The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal”	Qualitativ e study	To understand the mediating role of HRM in increasing employee performance by focusing on their well-being through engagement and leadership	Employee wellbeing, employee performance, human resource management, engagement, leadership
39.	da Cruz Carvalho, et al., (2020)	“Motivation for job satisfaction and	Quantitati ve study	To investigate the impact of motivation on job satisfaction and employee performance	Motivation, job satisfaction, employee performance

		employee performance”			
40.	Alqudah, et al., (2022)	“High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees’ performance, and the moderating role of hierarchy culture”	Quantitative study	To investigate the factors that include employee performance of organisational change concerning high-performance HRM practices	Human resource management organizational change readiness for change affective commitment employee performance hierarchy culture
41.	Fishbach and Woolley, (2022)	“The Structure of Intrinsic Motivation”	Secondary - qualitative study	To understand intrinsic motivation and its impact on employees and the overall success of the organisations	Intrinsic motivation, means-ends fusion, persistence, goal pursuit, work
42.	Lee, et al., (2020)	“Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing”	Quantitative study	To evaluate the vital role of mediating trust and knowledge sharing affected by training and incentives programs to lead organisational performance	Training, knowledge setting, trust, incentives, labor productivity, sales increase
43.	Zhenjing, et al., (2022)	“Impact of employees' workplace environment on employees' performance: a multi-	Quantitative study	To investigate the impact of workplace environment on employee performance ascertaining the role performance appraisal, commitment level,	Employee, motivation, performance appraisal, workplace environment

		mediation model”		and employee commitment	
44.	Gosnell, et al., (2020)	“The Impact of Management Practices on Employee Productivity: A Field Experiment with Airline Captains”	Quantitative study	To explore the impact of management practices on employee overall productivity	Management practices, employee productivity
45.	Memon, et al., (2020)	“Performance appraisal satisfaction and turnover intention: The mediating role of work engagement”	Quantitative study	To examine the influence of performance appraisal satisfaction (PAS) on employee engagement and overall intention of turnover	Turnover intention, work engagement, performance appraisal satisfaction
46.	Pichler, et al., (2020)	“Feedback frequency and appraisal reactions: a meta-analytic test of moderators”	Empirical study	To understand the relationship between the knowledge of performance standards and feedback frequency with appraisal reactions to understand employee performance standards	Performance appraisal, due process, feedback, feedback frequency, appraisal reactions
47.	Govenderr and Bussin, (2020)	“Performance management and employee engagementP : a South African perspective”	Qualitative study	To establish the inter-relationship between performance management and employee understanding if the former can be boosted through the latter	Performance management, employee engagement
48.	Hongal and Kinange, (2020)	“A study on talent management and its impact on organization performance - an	Qualitative	To identify the role of talent management to understand its impact on organisational performance through the mediatory role of employee performance and engagement	Talent retention, employee engagement, organization performance, competencies

		empirical review”			
49.	Anho, (2022)	“Administrative motivation, participative decision-making, and academic staff management as correlates of productivity of tertiary institutions’ lecturers in Delta state, Nigeria”	Quantitative study	To evaluate the role of leadership in intensifying employees’ motivation and productivity	Higher education, administrative motivation, participative decision-making, academic staff management, productivity
50.	Jha and Ray, (2022)	“They care, we share”: perceived fairness in performance appraisal systems on knowledge sharing”	Mixed-method study	To examine the inter-relationship between perceived fairness in performance appraisal and knowledge sharing within organisation	Performance appraisal, knowledge sharing, employee performance
51.	Khassawneh and Elrehail, (2022)	“The effect of participative leadership style on employees’ performance: the contingent role of institutional theory”	Quantitative study	To explore the role of institutional theory concerning the leadership style in improving the employees’ performance	Employee loyalty; subordinate; institutional theory; job performance; leader; participative leadership
52	Farida and Setiawan, (2022)	“Business strategies and competitive advantage: the role of performance and innovation”	Quantitative study	To evaluate the impact of business strategies that enhance SMEs' competitive advantage improving the performance and	Business strategies competitive advantage performance innovation

				innovation capabilities	
53.	Møller and Hill, (2021)	“Performance Measurement and Professional Decision making: A Resolvable Conflict?”	Qualitative study	To examine if performance management clashes with professional decision-making from the management perspective	Performance management, professional decision-making, routinisation
54.	Peñaloza, et al., (2021)	“A resilience engineering-based framework for assessing safety performance measurement systems: A study in the construction industry”	Qualitative study	To study engineering-based framework for safety performance measurement system and its impact on the construction industry	Engineering-based framework, performance measurement system, construction industry
55.	Anwar and Abdullah, (2021)	“The impact of human resource management practice on organizational performance”	Quantitative study	To evaluate the role of human resource management on the performance of government institutions considering the overall performance management	training, incentives, selective hiring, job security, decentralization, organizational performance
56.	Al-Qudah, et al., (2020)	“The impact of strategic human resources planning on the organizational performance of public shareholding companies in Jordan”	Quantitative study	To analyse the impact of	Strategic human resources planning, strategic participation, organisational performance, public shareholding companies, Jordan
57.	Makik, et al., (2020)	“Pathways towards sustainability in organizations	Quantitative study	To understand the influence of sustainability in organisation by evaluating the role of	Green human resource management; green intellectual

		: empirical evidence on the role of green human resource management practices and green intellectual capital”		green HRM practices affecting employee and organisational performance as a whole	capital; sustainability
58.	Audenaert, et al., (2021)	“How to foster employee quality of life: The role of employee performance management and authentic leadership”	Quantitative study	To ascertain the role of employee performance management concerning leadership to improve their quality of life	Employee performance management, employee quality, leadership
59.	Amjad, et al., (2021)	“Effect of green human resource management practices on organizational sustainability : the mediating role of environmental and employee performance”	Quantitative study	To explore the strategies enhancing organisational sustainability focusing on employee performance	Green human resource management, organization, sustainability, employee performance
60.	Mukhtiyanto, et al., (2020)	“The role of management control systems in the performance of higher education through good university governance”	Quantitative study	To investigate the role of GUG (good university governance) under the influence of a management control system (MCS) on performance	Management control system, higher education, performance, GUG, good university governance