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Perception of the Transformation from Performance Appraisals to a Continuous Feedback Culture

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Abstract

In a large corporation in Switzerland has recently transformed its performance management process. Like other corporations have done in recent years they have transition from a traditional and formal performance appraisal system to a more flexible and informal approach which focusing on immediate and continues feedback, instead of on rating. This case study was conducted to explore how the transition to the new performance management process was perceived by employees, managers and HR managers.

A total of 15 in-depth semi-structured interviews were conducted to provide a holistic perspective on performance management go through cultural, and continuous feedback practices. The researcher followed an inductive and qualitative approach to explore what the participants think and feel about their performance management processes.

The central emphasises of this research was on exploring the perception of employees, managers, and HR on the current application of the traditional performance appraisal process while they transition to a continuous feedback driven performance management model. The findings unveiled that the conventional performance management method accumulates crucial information that can be utilised for decision-making operations including rewards or incentives, making it a significant instrument for motivating staff as well as an effective technique for managing and controlling them. However, the study also indicated that immediate feedback was necessary for performance improvement. Additionally, studies on the success of continuous feedback cultures in the context of contemporary performance management systems are discussed. Collectively the research underlines the need for a range of policy instruments and inducements to facilitate good patterns of employee management and motivation in current organisational contexts. The findings of this study have allowed the researcher to develop the Reflexing Performance Management Model. By underscoring the vital importance of personal communication, direct feedback, appreciation, positive reinforcement, and employee empowerment, the model positions these human-centred factors as core drivers of performance management success.

1 Introduction

This chapter outlines the context of the doctoral project which is the move from performance appraisals to a continuous feedback culture in corporations in Switzerland and other countries, and how its stakeholders perceive it. The study aims to address a gap in qualitative research by utilizing a multi-perspective approach to examine the application of performance management processes., This case study draws on the accounts of employees, line managers and Human Resources managers from a large corporation in Switzerland. More specifically, this chapter outlines the research rationale, the business application, the central research question, and the objectives.

1.1 Research Context

Performance management can be defined as a communication process by which employees and managers work collaboratively to monitor, plan and review the work objectives of employees and contribute overall to the organisation (Unhelkar, 2009). The performance management process is often supported by a software application (Alsuwaidi et al., 2020). As a Human Capital Management (HCM) Software Consultant, the researcher has helped many corporations in different industries in Germany, Switzerland, and other countries to adopt best practice processes for performance management. The best practice process focuses on a manager's annual appraisal of his or her employees and can enhance the relationship between managers and employees and help to increase employee productivity (Holincheck, Otter & Freyermuth, 2012). At the beginning of the annual cycle, the manager and the employee agree on goals that the employee is supposed to achieve during the annual cycle. Halfway through the annual cycle, there is a mid-year review, in which the employee and manager review and track the status of the achievement of these goals. At the end of the year, the manager will assess and rate the goal achievement of the employee (Schweyer, 2004; Vogelsang, 2012). This approach to performance management will be referred to as the 'traditional performance appraisal process'.

In recent years a growing number of corporations, defined as large companies or groups of companies authorized to act as a single entity and recognized as such by law, have shown dissatisfaction with the results produced by the traditional performance appraisal process and have consequently moved away from this approach to performance management (CFactor, 2018). Some corporations have entirely ceased doing annual performance appraisals. Other corporations have transformed their process in such a way as to constantly increase the frequency of informal exchange between employees and managers. Netflix is a prominent example of a

corporation that has transformed performance appraisals. To illustrate, in 2014 Netflix announced that they had dropped their appraisal process (McCord, 2014). Instead of adhering to annual cycles where managers would rate their employees on a 5-point scale, managers and employees were asked to have conversations about performance as part of their ongoing work. Over the past few years, dissatisfaction with traditional performance evaluation has increased and prompted companies to create cultures of continuous feedback. This transformation is fuelled by the increasing demand for performance management which is more active, and effective (CFactor, 2018). For example, Netflix killed annual appraisals in 2014 and moved to regular performance discussions (McCord, 2014). This way of providing continuous feedback helps engage and better develop employees. While some Swiss and German companies have already embarked on this journey, research is needed to elucidate the benefits of, and empower the implementation in a variety of organizational settings to facilitate successful transitions and improved performance outcomes across industries.

At Netflix, this is supported by informal 360-degree feedback. Multiple other well-known corporations have also implemented transformations in the performance appraisal system including Microsoft, Accenture, Deloitte and General Electric (Buckingham, 2015). All the mentioned companies are part of the United States of America. However, it has been experienced globally including the companies in Germany Switzerland and other European countries. Examples of the companies include SAP (Frankfurter Allgemeine, 2016), Zürcher Kantonalbank (NZZ, 2017), Flughafen Zurich, and Kinderspital Zürich (CFactor, 2018). Going forward this approach to the performance management process will be referred to as a 'continuous feedback culture'.

1.2 Research Rationale and Business Application

This study addresses a gap in understanding how different companies make the transition from a traditional performance appraisal culture to a continuous feedback culture. A strong focus will be placed on corporations located in Germany and Switzerland because, as will be argued in the thesis, there is still a preference for a traditional performance appraisal culture. The researcher will try to develop an understanding of how this transformation is perceived by the different parties involved such as employees, line managers and Human Resources Managers. This research also follows the recommendations provided by the Chartered Institute of Personnel and Development (CIPD), which suggests "appraise the appraisal". The CIPD concludes that the employee's reactions to the performance management process are crucial to its success (Gifford, 2016).

It can be difficult for corporations to decide which approach to performance management to follow, as there are various views and opinions about them. For example, one of the approaches to performance management is to simply provide the employees with critical feedback on their performance., However, certain scholars mention that sometimes negative feedback can discourage employees (e,g, Stamolampros et al., 2019). Furthermore, transforming an existing performance management process also requires a significant financial investment (Kalder, 2012).

This research is intended to develop a clearer understanding of how the continuous development process is perceived by the involved parties. Consequently, this understanding will, in turn, enable corporations to make better-informed decisions about the implementation of their performance management process. Ultimately, this research will form the basis to help corporations assess and make decisions about their investments in their HCM transformation projects. In other words, it will support corporations in making informed decisions as to which approach to performance management to follow and to decide whether it is worth it to invest in changing an existing performance management process.

1.3 Research Objectives

Underpinning this research project are three principal research objectives these are as follows:

Research Objective 1: is to understand the perceptions of the different stakeholders when it comes to the performance management processes that their organizations are implementing.

Research Objective 2: is to develop a theory that can be generalized and ultimately applied to medium and large-sized corporations in Germany and Switzerland. The theory can be developed by gathering and analysing the patterns in the data from employees, line managers and HR managers.

Research Objective 3: intends to create suggestions and recommendations to help corporations in Germany and Switzerland make better-informed decisions about which performance management process variant to choose (the traditional performance appraisal process or a continuous feedback culture) based on the results of this research. This newfound knowledge will help corporations make this decision by providing them with different views and perspectives on this controversial topic.

1.4 Research Questions and Approach

Given that understanding of the traditional performance appraisals, versus continuous feedback culture hinges on views from employees, line managers and HR are equally important. This query seeks to investigate the effectiveness of these appraisal methods from both sides to which extent are they fair and what effect they have on motivation and development within these various groups. Second, it also evaluates satisfaction and the perceived value of continuous feedback compared to traditional annual reviews enabling us to see what workers prefer and where there is room for enhancement.

The central research question which is guiding the program of the study is:

How are traditional performance appraisal processes and the continuous feedback cultures perceived by employees, line managers and Human Resources?

The viewpoints differ strongly between the following groups: employees, line managers and Human Resources managers. Researching the above question from different angles and perspectives will help provide a more holistic view and will also help corporations make better-informed decisions when it comes to their performance management process.

This study has conducted 15 in-depth interviews, 5 interviews in each group: employees, line managers and Human Resources managers. This is divided accordingly between key social actors and key roles in management. Each interview is based on a subset of 25 questions. In these in-depth interviews, the researcher has explored the perceptions, emotions, thoughts, and recommendations of each of these groups concerning the performance management process. The study has tried to understand where these groups perceive added value being generated not only for themselves but also for the corporations they work for. Lastly, the study has focused on the groups' respective suggestions and opinions on what should be changed and improved in the process and how corporations should go about these changes.

2 Literature Review

The chapter begins by building up a better understanding of where in the wider context of Human Resources the performance management process is positioned. Further, the origins and history of the performance management process are laid out, as well as today's application of the traditional performance appraisal process. The current trends in performance management processes are then explored as well as performance management in the wider context of Human Resources.

This chapter introduces the literature reviewed for this study by using a conceptual framework. The framework was developed to ensure coherence between the research questions, and the relevant theoretical areas and to guide the chosen methodology. The chapter begins by building up a better understanding of where in the wider context of Human Resources the performance management process is positioned. Further, the origins and history of the performance management process are laid out, as well as today's application of the traditional performance appraisal process.

2.1 History of the Traditional Performance Management Process

The history of the conventional performance management process is described in this section. To obtain an understanding of the fundamental goals of performance management, it is crucial to comprehend its history. Managers have historically had a major role in driving the performance management process (Li et al., 2018). This point needs to be taken into account because the study will examine how the process is perceived by a variety of parties, including employees, line managers, and human resources managers. The traditional performance appraisal process, current applications of the traditional performance appraisal process, trends, and a culture of continuous feedback are the primary elements of the conceptual framework for performance management in the context of HCM, MBO, and HCM.

The roots of performance management go far back in time. Koontz (1971) suggests that the first known example of performance management took place during the Wei dynasty (AD 221-265). The emperor appointed an 'Imperial rater' (Sachane et al. 2018). It was the task of the Imperial rater to evaluate the performance of the members of the royal family.

The first formal performance management system was developed by Frederick Taylor during World War 1 (Elhadi 2020). He defined a rating for officers in the US Army in the 1920s. This rating system and some other factory-based US systems were also adopted by the UK. Kinley (2017) explains that what is called traditional performance reviews was an innovation that rose to prominence in the mid-1950s. At that time merit ratings developed in the US and UK and derived from the Management by Objectives (MBO) management philosophy (Abdallah and Elhoss 2019).

The rating system for officers in the US Army that was developed in the 1920s is often referred to as the "merit rating" system. It involved evaluating officers based on a range of criteria, such as their physical fitness, leadership abilities, and performance in training exercises. This system was later adapted for use in other organizations, such as factories, where it was used to evaluate employees based on factors like productivity and attendance (Elhadi, 2020). The 1920s origin "merit rating" system designed by the US Army is a historical example of modern performance management (PM) as it formed the basis of organized "evaluation of personnel" also on individual criteria. This preoccupation with metrics like productivity, attendance and force of character was part of the PM system that was adopted in various fields, including (later) corporate settings. It is, therefore, important to know the origins of some of the key foundations of the present PM approaches (Disciplined Agile Consortium). It also emphasises the timeless significance of rigorous evaluations in fostering accountability and performance enhancement, and thus presents an invaluable contribution to contemporary PM systems development and reformation (Elhadi, 2020).

In the 1950s, the concept of "Management by Objectives" (MBO) was developed, which emphasized the importance of setting specific goals for employees and then evaluating their performance based on their progress towards achieving those goals (Sachane et al., 2018). This approach was based on the idea that employees are more motivated and engaged when they have clear objectives to work towards, and that measuring their performance against those objectives is an effective way to assess their overall effectiveness.

The traditional performance review system that emerged in the mid-1950s was heavily influenced by the principles of MBO. It involved setting specific performance goals for employees, providing them with regular feedback on their progress, and then evaluating their performance at the end of a set period (usually annually) (Dessler, 2015). This approach was designed to promote accountability and transparency in the workplace and to help employees understand how their work contributed to the overall success of the organization.

2.2 Performance Management in the Context of Human Resources

Stofkova and Sukalova (2020) suggest that the objective of the Human Resources department is to ensure the success of a corporation through its employees. Thus, the performance of employees is an important factor and crucial metric for a corporation to be successful (da Silva and Amaral, 2019).

The work by Barbara Townley provides a Foucauldian analysis of human resource management (HRM) and its power relations (de Foucault, 1992). Townley (1993) argues that HRM is not simply a neutral function of management, but rather a site of power struggles and political contestations. According to Townley (1993), HRM is part of a broader disciplinary regime that seeks to control and regulate the behaviour of employees in the workplace. HRM accomplishes this through various mechanisms, such as performance appraisals, training and development programs, and reward systems (Alsuwaidi et al., 2020). However, Townley also highlights how HRM can be a contested terrain, where different actors, such as managers, employees, and trade unions, negotiate and resist the power relations inherent in HRM. For example, employees may challenge the validity and fairness of performance appraisals, or trade unions may negotiate for better wages and benefits for their members. Therefore, rather than promoting performance appraisal, Townley's work provides a critical perspective on the power relations within HRM and the potential for resistance and contestation. This Foucauldian analysis emphasizes the role of power in shaping the practices and discourses of HRM and how power relations are both produced and contested within the workplace. One method that is used to analyze the role of power in human resource practices is a Foucauldian analysis, inspired by the works of Michel Foucault. The impact of HRM systems and processes on the regulation and implied control is also investigated, which can be exerted covertly upon employee behavior. It is this study that shows, how performance judgment, surveillance and discipline frame the workforce's continuing power balances and also organizational commonsense (Alsuwaidi et al., 2020). In their analysis, the Foucauldian perspective offers a way to understand how HRM practices have framed employees as autonomous individuals and shown how such reappearance of responsibility is intrinsic in the 'objective' systems based on performance management.

Human Resources (HR) is a crucial function in an organization that deals with the management of the organization's employees (da Silva and Amaral, 2019). HR is responsible for attracting, retaining, and developing a talented workforce that aligns with the organization's goals and objectives (da Silva and Amaral, 2019). HR plays a key role in creating a positive work environment and culture, promoting employee engagement, and ensuring that employees are treated fairly and equitably. Performance management is a key aspect of HR that is closely

related to the overall success of an organization (da Silva and Amaral, 2019). Performance management is the process of evaluating an employee's work performance and providing feedback, guidance, and support to help them improve their performance and reach their full potential. This process helps organizations to align employee performance with the organization's goals and objectives, and to identify areas for improvement (Poser, 2016). Performance management is a continuous process that involves setting goals, monitoring performance, providing feedback, and recognizing and rewarding employees for their achievements (Alsuwaidi et al., 2020).

Thomson (1998) argues that the most important tool a manager has in setting and achieving forward-looking goals is goal setting. The reason is employees are the ones who bring change to the workplace (Dessler, 2015). The study by Albrecht et al. (2018), highlights an important aspect of effective management, which is the ability of the manager to instil a sense of commitment and desire in employees to contribute to organizational goals. This is a crucial aspect of organizational performance, as employee engagement and motivation are key factors in driving productivity and success. In the study, the authors argue that a manager must be able to communicate a compelling vision and inspire employees to believe in the organization's goals. By doing so, employees are more likely to be motivated and committed to their work and to go above and beyond to achieve the desired results.

Performance management is essential for the success of an organization because it helps to ensure that employees are aligned with the organization's goals and that they are contributing to the organization's success in meaningful ways. Performance management provides a clear framework for setting and achieving performance goals, and it helps to identify areas for improvement and opportunities for growth. In addition, performance management helps to create a culture of accountability, where employees are held responsible for their actions and results, and where they are motivated to continuously improve their performance (Li et al., 2018).

Human Capital Management (HCM) is a comprehensive approach to managing an organization's most valuable asset: its people. HCM refers to the processes, systems, and technology used to manage an organization's human resources, from attracting and hiring employees to developing and training them to compensating and retaining them (Li et al., 2018). HCM works by providing a centralized platform for HR processes, data, and information. This impacts on a range of HR functions, such as talent acquisition, performance management, compensation and benefits management, and learning and development. HCM also includes tools for tracking and analysing HR metrics, such as employee turnover, headcount, and the cost of benefits and compensation.

HCM is split into two main processes: HCM Core Processes and Talent Management Processes. HCM Core Processes include Personnel Administration, Payroll Administration and Time Administration. Talent Management Processes include Recruiting, Learning and Development, Performance Management, Career and Succession and Compensation (Poser, 2016). Based on this, the HCM process landscape (figure 1) can be drawn, to determine where performance management is placed within the context of HCM processes. The study by Li et al., (2018) also discussed the talent management process and identified that several companies are facing challenges in retaining employees. Time administration is the coordination of tasks and activities to maximize the effectiveness of an individual's efforts (Li et al., 2018).
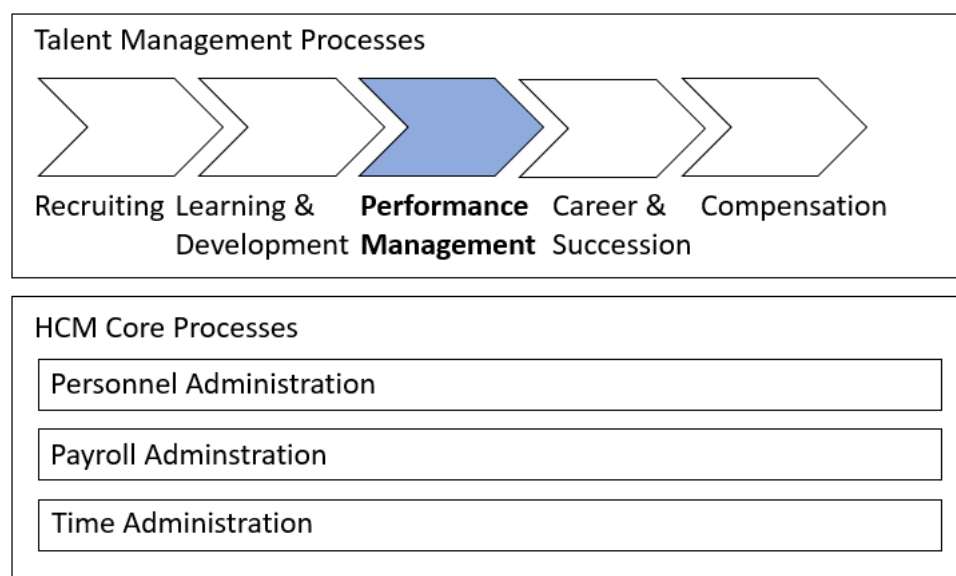
Figure 1: The HCM Landscape

Source: Li et al., (2018)

Talent management processes are useful in explaining the performance of employees because they focus on the identification, development, and retention of high-potential employees who have the necessary skills, abilities, and attributes to achieve organizational objectives. These processes are designed to align employee talents with organizational goals, thereby improving performance outcomes. Because of this, one of the methods in HCM for retaining employees is appraisals. Developing the correct criteria for employee recruitment is an important aspect of talent management (Li et al., 2018). It is a crucial aspect of talent management, as it helps to ensure that organizations are hiring the best candidates for the job (Poser, 2016). The specific criteria will vary based on the needs and goals of the organization, as well as the requirements of the role.

However, some common considerations include education and experience, technical and professional skills, cultural fit, teamwork and collaboration, problem-solving skills, and adaptability and flexibility (Li et al., 2018). When evaluating candidates for a role, it is important to assess their education and work experience to ensure that they have the necessary knowledge and skills to perform the job effectively. Technical and professional skills are also key considerations, as these will vary depending on the nature of the role (Alsuwaidi et al., 2020). Cultural fit is also an important factor, as the candidate's values, attitudes, and behaviour should align with the culture and values of the organization.

Besides this, the integration of financial rewards has also been introduced resulting in the development of a productive organisational culture showing positive outcomes for the performance management system (da Silva and Amaral, 2019). Organizational culture refers to the shared values, beliefs, behaviours, and customs that characterize an organization and shape the way its employees think, feel, and act. It is the personality of an organization, and it is reflected in the attitudes, behaviours, and work habits of its employees (Alsuwaidi et al., 2020). Organizational culture is created through a combination of factors such as the company's history, leadership style, mission and vision, and the values and beliefs of its employees (Poser, 2016). An organization's culture can have a significant impact on employee satisfaction, motivation, and performance (da Silva and Amaral, 2019). A positive and supportive culture can foster a sense of belonging and promote high levels of employee engagement, while a negative or toxic culture can lead to high levels of stress and low morale.

Another approach to performance management is Management by Objectives (MBO). In the HR context, MBO can be used to establish performance goals, assess employee performance, and provide feedback for improvement (da Silva and Amaral, 2019). Management by Objectives is a performance management system that is closely linked with performance management in HR. MBO is a systematic and results-oriented approach to managing performance, in which specific and measurable objectives are set for individual employees, departments, or the organization as a whole. The objectives are aligned with the overall strategic goals of the organization and are used to guide and motivate employees in their work (Li et al., 2018).

MBO can also help to identify skill gaps and training needs, as well as develop career paths for employees.

By implementing MBO in HR processes, organizations can improve employee performance, increase employee engagement and motivation, and ultimately achieve their strategic goals more efficiently (da Silva and Amaral, 2019). Additionally, MBO helps to create a culture of

accountability and transparency, as employees are held responsible for meeting their objectives and progress is tracked and monitored over time.

Performance management in HR is concerned with the process of assessing, developing, and improving employee performance (Elhadi, 2020). Performance management systems, such as MBO, provide a structured approach to performance management that helps to ensure that employees are aligned with the goals and objectives of the organization and that they receive regular feedback and support to improve their performance.

However, the study does not provide a comprehensive analysis of all the factors that contribute to employee engagement and motivation. For example, it does not consider the role of other HR practices, such as performance management, recognition and rewards, and employee development, in driving employee engagement and motivation. Additionally, the study does not explore the potential challenges and obstacles that managers may face in instilling a sense of commitment and desire in employees, such as resistance to change, lack of trust, or cultural differences.

When employees are motivated, they work collaboratively and implement new strategies and ideas for the success of the organisation (Kinley 2017). Furthermore, the manager must control and coordinate the efforts of the employees toward their goal accomplishment (Kinley 2017). Finally, organisations must help employees to grow their skills and abilities so that they can make greater contributions (Dessler, 2015). Bakes (2013) argues that the traditional performance appraisal process follows a hierarchical framework (Figure 3).

This framework describes how the overall corporate goals are identified, subsequently broken down into sub-goals and cascaded down along the organisational structure up to the point where each employee has their individual goals set. Personnel administration is linked with performance management as everything that is regarded in employee management comes under this. From hiring to providing them with opportunities more aspects of employee growth are linked with employee performance. Additionally, the study does not consider the impact of other HR practices, such as performance management, recognition and rewards, and employee development, on the performance appraisal process (Albrecht et al., 2018). These practices may influence the accuracy and fairness of performance appraisals and may help to address some of the limitations of the traditional performance appraisal process.

Payroll administration is linked with the performance management of the employee. There should be motivating measures planned to retain in the workplace (Dingyang 2022). Through the

salary and the right payroll generation employees remain highly retained in the organisation without any consequences (ELhadi 2020). It is important to give the salary and justified payroll so that it will not impact employees' productivity. Time administration is linked with the performance management of the employee. If the employees are not allowed to work a flexible hours shift they might show lower productivity (Dingyang 2022).

2.3 Current application of the Performance Appraisal Process

In Switzerland, the perception of traditional performance appraisal processes and continuous feedback cultures among employees, line managers, and HR managers can vary widely depending on several factors, such as the size of the organization, the industry sector, and the cultural norms of the country (Hemold and Samara, 2019). Employees in Switzerland generally prefer continuous feedback cultures over traditional performance appraisal processes. The role of managers in traditional and continuous performance feedback cultures in large organizations or progressive sectors, line managers and HR managers can sway towards continuous feedback systems with the realization of their part in employee development and agility (Hemold & Samara, 2019). On the other hand, one can find that old practices and budget constraints force managers in more traditional sectors or smaller organizations to still rely on their conventional appraisal methods. Swiss companies still use a combination of traditional appraisals and continuous feedback in this hybrid fashion to maintain the necessary level of structure while heeding the call for responsiveness towards their employee needs.

Continuous feedback cultures provide employees with regular and meaningful feedback on their performance, allowing them to continuously improve and develop in their roles. This can increase employee motivation, engagement, and job satisfaction (Hemold and Samara, 2019). This is important to understand because it highlights different methods of performance appraisals which can guide the research about the benefits and limitations of each process.

This section explains how the performance management process is currently applied in many organisations. This is important to understand, as it is the basis of this study.

Ashdown (2014) puts forwarda traditional approach, using SMART goals (figure 3). When applying this approach, it is important to the organisation that the goals that are developed arebe specific to the vision of the company, be comparable accessible, relevant to the organisational mission, and finally, they should be time-bound (Kolk et al., 2019). SMART goals are formed to have a clear direction and plan (see figure 3).

S	•Specific
M	•Measurable
A	•Agreed
R	•Relevant
T	•Timebound

Figure 3: SMART Goal Setting

Source: Ashdown (2014)

Ashdown (2014) concludes that the traditional performance management process is an important tool to motivate employees but also serves as an effective tool to manage and control them since it collects essential data which can be used for decision-making processes like promotions or bonuses.

According to van der Kolk et al. (2019), employee management and control can be done through a variety of different methods and by providing motivational rewards and techniques..Ashdown (2014) is a strong believer in continuous feedback and underlines that feedback should be provided quickly followingthe appraisees' performance . However, , Van der Kolk et al. (2019) argue that there needs to be a balanced process between continuous feedback and the formal annual appraisal. Similarly,, Linda Peterson, Vice President of HR at Kettering University in

Performance management can increase employee motivation as discussed in studies conducted by Dingyang (2022) and Kinley (2017). Performance management is a crucial process in organizations aimed at improving employee performance, productivity, and satisfaction. When carried out effectively, performance management can have a significant impact on employee motivation (Kinley 2017). A clear understanding of roles and expectations, regular feedback, recognition and rewards, development opportunities, and engagement and involvement are some methods with which performance management can increase employee motivation (Kinley 2017). Setting clear goals and expectations helps employees focus their efforts and work towards achieving them. Providing regular feedback allows employees to understand their strengths and weaknesses and guides them on how to improve. Recognition and rewards acknowledge an employee's contributions to the organization and encourage them to continue to perform well. Development opportunities identify areas of improvement and provide support and resources for skill and capability development (Kolk et al. 2019). Finally, in conclusion, engagement and involvement in the organization's goals and objectives increase the sense of investment and

motivation in the employee's work. In conclusion, effective performance management is key to increasing employee motivation and fostering a culture of excellence in organizations.

Performance appraisals are a critical aspect of employee development and are intended to provide constructive feedback and opportunities for growth. However, traditional performance appraisal approaches face several challenges and concerns that organizations need to consider. One of the primary issues is the lack of objectivity in appraisals, which can be influenced by personal biases and subjective interpretations (Juncaj, 2002). This can lead to inaccuracies and inconsistencies in feedback, which can negatively impact employee motivation and performance. Another concern is the infrequency of performance appraisals, which often only occur once a year and do not provide employees with regular feedback. This can hinder an employee's growth and development. Additionally, traditional performance appraisals tend to focus too much on the past, rather than considering an employee's current abilities and future potential (Knight 2020). Finally, performance appraisals are often seen as just a formality and do not provide concrete development opportunities or action plans for improvement (Juncaj, 2002). To address these concerns, organizations can explore alternative approaches to performance appraisals, such as regular check-ins, 360-degree feedback, and goal-setting programs, which can provide a more comprehensive and objective assessment of employee performance and development (Juncaj, 2002).

Juncaj (2002) then continues to explain that A.J. Deeds, President of TQD Inc., a training and development firm in Fenton, recommends that corporations should go deeper to understand what the performance management process was supposed to accomplish and what has caused that effort to fail. Juncaj (2002) says that feedback and evaluation are necessary components of systems and personal development. It is necessary to understand the experience of the employees and to identify the areas for improvement so that they can contribute positively to the growth of the organisation (Farooq et al. 2019). The combination of those two is a method to raise the cause for employee motivation - performance management. In the words of Dingyang (2022), performance management drives both individual and organizational objectives, clarity in direction, and a strong sense of purpose. According to Kinley (2017), continuous feedback and acknowledgement from performance assessment systems help employees in reaffirmation of their level of accomplishment and worth in the organization. Moreover, structured performance discussions can allow for such development opportunities and enable career growth and engagement. Together, these components establish a high-performing workforce where employees feel as if their contributions matter and are appreciated in the context of organizational achievement

However, performance reviews themselves are not the reason for dissatisfaction. Instead, appraisals fail because leaders place appraisals as the lowest priority (Farooq et al. 2019). This will not change, just because the performance review is removed unless something else is put into place that helps managers handle their employee's performance (Farooq et al. 2019). Kinley (2017) suggests considering using a technology solution to make both giving and gathering feedback and submitting performance ratings easier. He says: "Performance management, then, is far from dead." (Kinley 2017 pg. 36).

Another study done by Decramer et al. (2013), discussed employee performance culture, using a survey in which 589 employees of Flemish University participated. It was found that communication, installation of the internal employee performance management system, and strong supervision are associated with academic employee work satisfaction. They had traditional performance management. Mahmoud et al. (2019) analysed whether performance appraisals work by looking at an example of the Glenroy Corporation from 1989. In 1989 Glenroy Inc. assembled all employees and burnt the performance appraisal documents, like in a druid ritual, thus referring to the performance management process as a very traditional, formal annual routine, instead of aiming to establish a culture with more frequent feedback. Juncaj (2002) and Deeds both identify the importance of recognizing that performance measurement processes might fail to deliver their intended outputs when indicating how to drive these overall system improvements. This view is in line with the move from classic appraisals to a culture of continuous feedback discussed previously. It overcomes the shortcomings of annual reviews by giving up-to-date evaluations and supports to promote personal and professional development (Farooq et al., 2019). Without regular identification and treatment of performance issues, continuous feedback systems may be more efficient than traditional infrequent appraisal for long term employee growth and organizational improvement.

While Glenroy took the revolutionary approach, most corporations these days take the evolutionary approach. This example illustrates that there have been concerns surrounding the performance appraisal approach. Not only have there been concerns for over 30 years, but corporations have listened to them and are now transitioning in an evolutionary, rather than revolutionary, way (Kinley 2017). Kinley (2017) argues how the process can be improved and argues against entirely scrapping the performance appraisal process, as Glenroy did, and states:

"Microsoft, Accenture, Deloitte and now even GE have all scrapped the traditional performance. In April 2015 (Buckingham, 2015), Harvard Business Review led an article showcasing how Deloitte was reinventing performance management with a simpler and more sophisticated system. In July 2015 (Cunningham, 2015), a Washington Post headline announced that Accenture would get rid of performance reviews and rankings. And then in August came the big one, with headlines announcing that GE – probably the most famous proponent of forced ranking – was killing annual

performance reviews." (Kinley, 2017, p. 90). Kinley elaborates the quite dramatic move away from traditional performance appraisals popularized by a number of very large corporations that includes Microsoft, Accenture, Deloitte and GE. Few organizations have implemented processes as revolutionary as those at Glenroy but the shift suggests that although there alarm bells have been ringing about traditional appraisals for over 30 years, most corporations are changing rather than evolving their ways. Referencing examples of these key corporations as they move towards less complex and more nuanced systems, Kinley (2017) paints a picture of the landscape that includes gradual but not outright dismemberment from performance appraisal processes called continous feedback cultures, a driving movement for ongoing improvement.

Although König (2015) is in favor of the traditional performance management process, he does accept that it has evolved into the 360-degree feedback approach. Traditional appraisals are improved by this method that collects feedback from multiple sides, and so it gives a better picture of the employee performance as a whole (Tutik & Nathasia, 2020). König, who embraces old-school approaches, endorses 360-degree feedback as a clear sign that organizations are adjusting towards more systemic and continuous evaluation methods. Such discussion fits into the broader arguments that performance management is changing to allow continuous feedback to complement shortfalls in traditional appraisal systems.

König (2015) supports this traditional performance management process and explains that these days the traditional performance appraisal process is often supported by a 360-degree feedback process. A 360-degree feedback process is an approach which intends to collect feedback on one employee from various sources (Tutik & Nathasia, 2020). But in general, this is an additional element of a much larger performance management framework (Koing, 2015).

The traditional approach has been critiqued due to appraisal ratings often being perceived to be inaccurate or not perceived to be fair representations of an employee's actual performance (Church et al., 2018; Anjum and Rahman, 2021). This was partially because managers have biases that make it difficult to stay objective when rating their employee's performance. On the other hand, it can be difficult to discern the proportion of someone's input on a given result. It is often hard to distinguish if a result was achieved due to the effort and skill of the employee or due to broader factors (Anjum and Rahman, 2021).

The current trend tackles the question of what is changing, by listing the removal of forced ranking and replacing annual reviews with more frequent meetings (Church et al., 2018; Anjum and Rahman, 2021).

Furthermore, Dauda (2018) has defined various aspects associated with the traditional performance appraisal system followed in different countries. Traditionally, the implications of the performance appraisal system are based on the organisational culture and a direct impact is observed on the overall organisational performance (Hayati and Sari, 2019, March). This was considered the most formal way to examine employee performance. Moreover, Lawrence (2014) has also highlighted that traditionally, organisations integrate a performance appraisal system to assess their employee productivity only. Traditional approaches focus too much on employees' shortcomings as measured against general targets

It has been shown that there are no such aspects that might be utilised to comprehend the weaknesses of the organisation and that alternative actions could be taken in response to improve employee performance (Dauda, 2018, Boxall & Purcell, 2011). Offering workers a variety of possibilities can provide the greatest rewards and lead to a high level of employee retention.

Another study by Dauda (2018) has also been examined, which defined that traditionally there is no such common ground present for the performance appraisal systems. Performance appraisal systems are used to determine the organisational capability of performing different tasks. There are no such solutions present that could be used to find the defects present within the firm and improvisations could be induced accordingly to enhance the overall organisational performance (Sun & Bunchapattanasakda, 2019). Dauda (2018) emphasized that there is no universally standardized methodologies of an appraisal system used in assessing general organizational competency in several activities. The traditional systems neglect to pinpoint particular performance deficiencies or where the organization needs improvement in the organization (Sun & Bunchapattanasakda, 2019). As a result there are no sure-fi re solutions to overcoming these limitations and enhancing organizational effectiveness. This thereby reinforces the due to have more flexible and continuous feedback mechanisms which should be able to identify and rectify defects in a far better way subsequently resulting into areas of improvements and hence performance with enhancements.

Walker (2001) noted that at any given time, at least one-third of business organisations are examining or revamping their programmes. Every year, HR departments explore how to improve their performance management systems. Walker (2001) continued by stating that a plan-check model, which specifies the planned work to be done and is periodically evaluated against the actual performance, must be included in performance management systems and methodologies used in high-performing organisations. Further, the process must be manager-initiated, but the employee needs to provide input into the process. The required output of the process is performance ratings that are then used for a merit increase, variable pay, etc (Walker, 2001). Finally, the performance management process must occur in an annual cycle and formally in

writing. Also, Kinley (2017) recommends collecting some ratings in the regular review meetings and asking for multiple, different specific ratings rather than just one overall rating.

Kavanagh et al. (2012) claim that several studies have confirmed that overall employee productivity increases when the company's strategic goals and employee goals are aligned. They say that to retain motivated individuals, the employee's responsibilities must be linked to the corporate strategy. There is no mention of a continuous feedback culture. Back in 2001, Walker (2001) tried to predict the future of performance management systems. The author posed the question of whether anyone would still care about performance management in 10 years. The author answered the question with an unqualified yes and argued that executives are giving more attention to performance management as they recognise that it is the road that leads to higher productivity.

The recommendation by Kinley (2017) to collect ratings in regular review meetings and to ask for multiple, specific ratings instead of just one overall rating is a valuable approach to performance appraisal. This approach can help to increase the objectivity of performance evaluations and reduce the impact of personal biases. Regular review meetings can provide employees with regular feedback, which can be more effective in promoting motivation and improving performance compared to infrequent annual evaluations. Additionally, asking for multiple, specific ratings can provide a more nuanced and comprehensive assessment of an employee's strengths and areas for improvement, rather than relying on a single overall rating (Bellisario & Pavlov, 2018).

However, it is important to critically analyse the study and consider potential limitations (Bellisario & Pavlov, 2018). One potential limitation is the subjectivity of the ratings, as they are still dependent on the individual's perceptions and biases (Bellisario & Pavlov, 2018). Additionally, collecting ratings in regular review meetings may not be feasible for all organizations, as it requires a significant investment of time and resources. Furthermore, asking for multiple, specific ratings can increase the complexity of the appraisal process and may not be practical for all organizations (Gusnadi & Hermawan, 2019).

Furthermore, McGregor (1957) has also defined various factors associated with the issues of the traditional performance management system. Traditionally, there were no such factors present by which past performance could be used to decide future developmental performance. This has resulted in different ambiguities for the line manager because no such factors can be used to enhance the overall performance of the individual (Baker, 2013). The lack of factors prevented

determining the level of bias within the decision-making system and thus the traditional performance management system could not be used to determine whether a fair appraisal is being done or not. It has been further analysed that all these factors have resulted adversely among the employees and a level of anxiety has been observed among them.

Swan (1991) has further described different interventions that could be used to overcome these issues in the performance management system (Bellisario & Pavlov, 2018). Problems still exist in the classical performance management system, some of which are: (i) It uses wrong Key Performance Indicators (KPIs) so an employee's contribution cannot be measured correctly by KPI, (ii) Different standards applied to employee performance are not always consistent with each other and (iii) Not structured in documenting employee performance documentation well. At the same time, an intervention such as updated KPIs for different departments has a focus on improving measurement precision but mainly serves to boost efficiency in existing frameworks rather than encourage true performance management culture as often imagined today.

It has been determined that several common errors are present in the performance management system, for instance, ineffective KPIs (Key Performance Indicators) for the appraisal schemes and the standards that are not applied accordingly, by which unclear performance documents are devised (Gusnadi and Hermawan, 2019). Based on this, the notion of different KPIs for different departments has been introduced, which could be used by organisations to have a clear and documented process by which performance appraisal could be performed (Baker, 2013). All these aspects were reliable because they helped in reducing the criticism and positive measures were introduced accordingly by which performance could be measured with maximum efficacy. In other words, although having department-specific KPIs leads to more accurate performance measurement, it ultimately improves current appraisal processes only by fine-tuning them rather than by actually enabling a fundamental change towards always on feedback and growth-centric cultures. While this aims to alleviate some of the criticism about traditional systems-vague criteria, inconsistent standards-it does nothing to meaningfully address the underlying issue that today's climate requires ongoing, personalized development and engagement strategies for employees.

Prowse (2009) concludes that while performance appraisals have a major potential to increase employees' motivation and achieve long-term individual high performance and career development, there is still a lot of confusion concerning the theory and the practical implementation. It is being argued here that critics of the traditional performance appraisal process have failed to suggest an alternative that provides employee feedback, increases

motivation, identifies training needs and can justify potential career development and reward decisions, all at the same time. These points will be addressed in the next section.

2.4 Critical Perceptions of the Traditional Performance Appraisal Process and the Trend Towards a Continuous Feedback Culture

For years performance appraisal systems have been an object of debate and criticism in terms of organizational management. Historical context as McGregor (1957) and others have observed, traditional performance management systems have long faced serious problems. Most commonly, these systems are based on annual or intermittent reviews that evaluate the actual performance against some pre-established standards. Nonetheless, McGregor (1957) argues that it often does not directly connect past performance to future developmental objectives. This disconnect creates ambiguities not only for line managers but also limits the system to potentially improve individual performance in an effective manner (Baker, 2013).

There are also critiques of traditional performance appraisals, both in terms of their impact and efficacy. Another survey, for example, by William M. Mercer in 1994 as cited in McNerney (1995), revealed that a substantial portion of corporations believed their employee evaluation processes added little or no value to the organization. As a result, many companies are exploring ways to redesign their performance management systems (McNerney, 1995).

McNerney (1995) cites the case of Lyondel Petrochemical in which this sort of redesign was present. Lyondel Petrochemical transited from a conventional performance appraisal to a continuous dialogue concept—a bin translation of the traditional approach— during the migration effort. Employee perception that traditional appraisals were humiliating and did not do a good enough job of recognizing contribution accompanied by a belief that the new system only continued to reward those employees (streetfighters) who had once been unfairly deemed top performers.

This critique is amplified by Baker (2013) who also reviews how not only do managers think cynical things about traditional performance appraisals, but so do the employees being assessed. As a result, these formal processes are usually separated from day-to-day work realities, and the outcomes are low follow-up and hardly any significant performance improvement. The fixed nature of yearly reviews only serves to perpetuate a power dynamic that creates feedback as one-way traffic, instead of an ongoing conversation between bosses and their staff (Baker, 2013).

Second, Lawler (2012) and Coens (2000) offer a more extensive review of performance ratings and their consistency with organisational values. Lawler (2012) asserts that enabling a system of individual rating and ranking in the performance appraisal process runs counter to what any organisation desires in terms of internal forwardness-focused behaviour. Coens (2000) argues that performance rankings were punitive, and helped contribute to Plank failure and Scandowhere executives manipulated performance metrics to hide from stakeholders.

Coens (2002) notes that the disciplinary role of performance appraisals and their focus on individual accountability can cause, besides the one mentioned in [7], some unwanted effects like unethical or distorted organizational priorities. In light of this complete criticism, we argue that any performance management system should be pointed to the organization at large and that it should displicate rather than encourage individual quotas; (Coens, 2002).

These criticisms have led to an increasing number of corporations heading the way of a continuous feedback culture. Baker (2013) offers a conversational framework for performance management solutions built around touchpoints between managers and staff. According to Baker (2013), this framework is intended to replace the annual, punitive method of review by dialogues that focus on climate assessment, strengths and talents, growth opportunities, learning and development needs, as well as innovation.

According to Grubb (2007), traditional performance appraisals are expensive, counterproductive exercise that do not satisfy organizational objectives. These appraisals, he claims, are administered with best intentions but do not result in significant betterment of organizational productivity and individual expertise (Grubb 2007).

This debate is addressed by Armstrong (2017) and Murphy & DeNisi (2008) while discussing various performance appraisal model systems. In this discussion, Armstrong (2017) identifies limitations inherent in conventional systems based on historical exclusion and bias calling for the use of alternative transpar ent and equitable methodologies. Murphy and DeNisi (2008) look at suitable criteria for performance appraisals; using examples they illustrate the role of the criteria in making appraisals fair and reliable both in testing performance and extending feedback to improve performance.

Behn (2010) also deals with the relationship between performance appraisals and compensation, specifically that classic models often pair salary increases automatically to performance

evaluations. It is based on the meritocratic ideals and is critiqued widely for potentially leading to resulting in frustration of employees as well as managers towards performance experience whereby they contemplate that the appraisal process was arbitrary and inconsistent with ground level of actual outcomes derived from performances (Behn, 2010).

In short, the criticism of classical performance appraisal system with reasons such as effectiveness and impact to problems about fitting with organizational values and justice is many folds. Capitalizing on Continuous Feedback Cultures. A larger trend amongst organizations is a shift towards more agile and responsive, transparent, and fairer performance management practices. Through frequent conversation, clear expectations and connection to organizational needs, companies can drive engagement, improve performance outcomes, and reduce the unconscious peril of traditional appraisal practices.

Below figure 4 illustrates the model introduced within this research that could be adopted accordingly for the performance appraisal system. It is proposed to use this model in the current study.
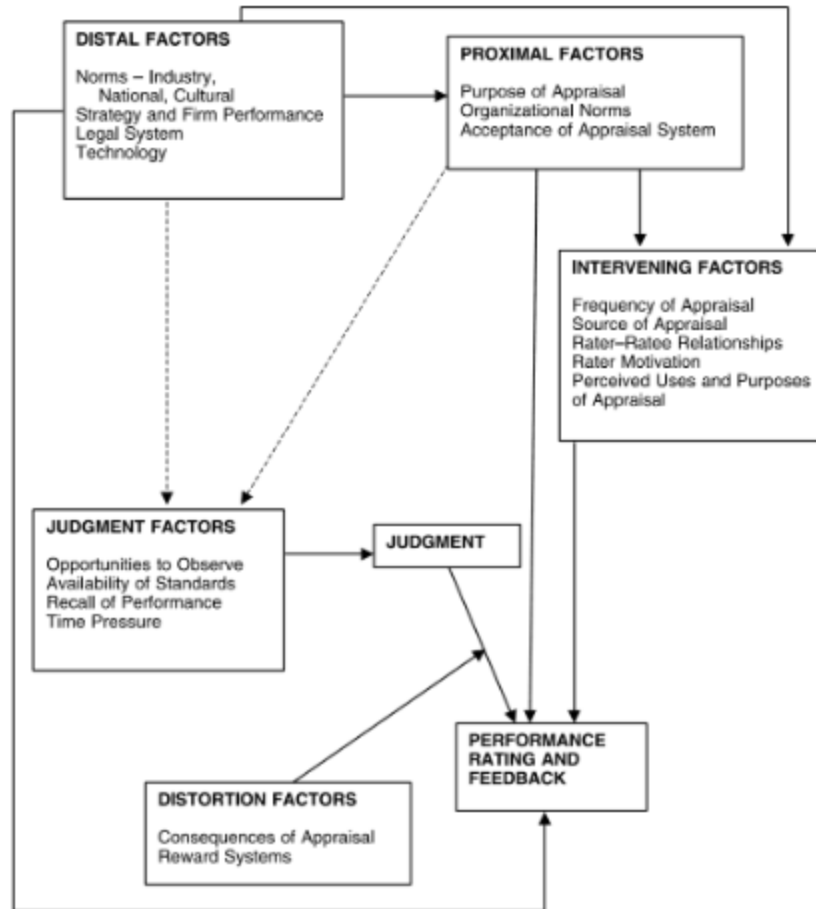
Figure 4: Performance Appraisal Model

Source: Murphy & DeNisi (2008)

Performance appraisals that focus solely on "performance pay" based on individual performance ratings can be problematic for several reasons (Grubb, 2007). Firstly, this approach tends to ignore the importance of group coordination and teamwork in achieving organizational goals. By focusing solely on individual performance, this approach can create a competitive environment that undermines collaboration and cooperation, which is essential for the success of any organization. Secondly, this approach can lead to a narrow and overly simplistic view of performance, ignoring other important factors such as an individual's contributions to the organization's culture, creativity and innovation, and their ability to work effectively with others (Buckingham, 2005). Additionally, individual performance ratings are often subjective and can be influenced by personal biases, which can compromise the accuracy and fairness of the appraisal process. Furthermore, this approach tends to prioritize short-term results over long-term benefits, leading to a focus on quick fixes and temporary solutions rather than sustainable

and effective changes. This can result in decreased organizational efficiency and productivity in the long run (Buckingham, 2005).

Performance appraisal frequently focuses attention on the demonstrable falsehoods, which have the effect of raising expenses and lowering organisational efficiency and productivity (Grubb, 2007). The inappropriate elements seem to be: "performance compensation," which is centred on performance assessment ratings instead of teamwork and organisational effectiveness (Kerr, 1985; Kohn, 1993), on particular flaws as opposed to the sum of a person's strengths and contributions to a company or group (Buckingham, 2005).

Because a wage rise is not necessarily the outcome of a performance review, performance pay is incorrect concerning performance appraisal. To decide if a pay raise is necessary, the employee's total performance and remuneration should be compared to the demands of the role (SHRM, 2023). A six-month overall performance is frequently mentioned by a company in the current study, as a consolation for a prospective employee's dissatisfaction with the pay offered in the employment offer. New hires, though, frequently interpret this as a near guarantee of a wage increase in the coming years. The employer is not required to approve a pay increase when the time arrives, particularly if there exists an explicit guarantee that the six-month evaluation is connected to a compensation review (Haldf, 2022).

Armstrong (2017) concludes that the main issues with the traditional performance management process are: a lack of commitment and support from top management, an over-engineered system, over-emphasis on setting quantifiable objectives, focus on annual rituals, reliance on ratings and forced rankings, the belief that performance ratings are only relevant because they impact pay decisions, insufficient emphasis on development and linking to talent management, insufficient training for managers, poor implementation and inadequate evaluation.

Moreover, different factors have been introduced by Armstrong (2017), which define the historical omissions in the UK and USA associated with the performance management system. It has been determined that various means have been introduced in the US military where a merit-based system was introduced resulting in different changes by which the efficacy of the performance appraisal system was increased to a sufficient extent (Armstrong, 2017). These implications have been adopted by various organisations working in the United States by developing different hierarchies resulting in effective measures to perform the performance appraisal in the desired manner. This historical change has introduced different strategic

measures by which the performance appraisals could be done transparently, and no such factors could be observed that could reflect biasedness within the performance management system.

Likewise, in the UK, various historical changes have been observed at the organisational level in which the performance is measured based on the job description of the employees and tailored standards were introduced by which the performance could be measured with maximum efficacy (Armstrong, 2017).

It has been further analysed by Performance Reviews (2022), which defines the changes in the performance appraisal system. On the other hand, it has been evaluated that the performance management system could be effectively utilised for future improvisations and different development measures could be induced accordingly for enhancing the overall capabilities of the organisation.

On the other hand, Rudman (2020) has also examined the impact of employee reactions on the performance appraisal system. This is one of the pivotal factors because it allows an understanding of the impact of the performance appraisal system on employee behaviour and the level of dedication could be analysed. The firms have the information regarding these factors by which strategic changes could be introduced to enhance the overall efficiency of the performance management system. Moreover, Varma et al., (2008) have also argued hat different countries have their respective norms on which the performance appraisal systems are designed. This is based on the social norms and common organisational culture followed in these regions by which the employees are being given different opportunities based on their performance. Although, the study of Awan et al (2020) shows that it has been determined that all these factors are significant because they allow the employees to uncover the areas that are reducing their performance. The use of a performance management system allows for analysing the shortcomings and various training could be introduced for the employees by which they can enhance their performance to the desired extent. Moreover, the use of a performance management system also allows the firms to determine the key strengths of their employees by which they can introduce different new operations within the firm by which the overall performance of the firm could be increased, and better organisational performance could be obtained (Awan et al., 2020). The study by Awan et al. (2020) states that performance management systems play an integral role here as they allow employees to identify some areas where their performance might be inadequate. These systems help to identify weak points and allow training to be tailored so that the individual is able to perform better. Moreover, performance management systems assist in recognizing and utilizing employees' main strengths of the organization this may allow for the setting up of new procedures that can boost the general organizational recital. This integrated approach leverages

principles of Lean and Agile on training and development to drive continuous improvement practices while also connecting individual work outputs to strategic goals resulting in improved performance across the firm (Awan et al., 2020).

2.5 Corporations that Transformed to a Continuous Feedback Culture

Replacing centuries-old performance appraisal systems with continuous feedback culture has been a huge change in the corporate world worldwide. Based on interactions with some top corporations in the US, Switzerland and Germany this section critically discusses examples of Adobe, Accenture, Deloitte/GAP, Zürcher Kantonalbank / MAP these firms have embraced the transition from their national economies to a talent economy. This analysis aims to expose the motivations, strategies, outcomes, and implications of this shift from annual reviews to more frequent feedback

2.5.1 Adobe

As a result, Adobe took the plunge and ditched their old, time-consuming performance management system. For Adobe, monthly check-ins replaced annual reviews, and the company shifted attention to real-time feedback rather than reflecting on past performance (Armstrong, 2017; Leon & Murphy, 2016). The intent behind the change was to improve employee engagement and as a result reduce turnover, which evidence suggests has occurred in some cases with numbers of up to 30% of voluntary turnover (Armstrong, 2017). Adobe has exemplified a more agile performance management culture embodied by a clearly proactive approach. Adobe actively encouraged these changes by focusing on ongoing conversations and eliminating the ratings to create a more cohesive and developmental culture. It is in line with modern thinking that continual feedback improves employee performance and morale, rather than the negative slant to traditional appraisals.

2.5.2 Accenture

Illustrating the example of Accenture: The CEO, Pierre Nanterme announced that the company would get rid of 90% of what it had been doing regarding performance management over the last 30 years. He reasoned that this new generation does not want to be measured like this (Saxena & Gupta, 2018; Sigala, 2019). He also highlighted that the comparison of the employee to another

employee is not relevant, instead, there should be an evaluation of the employee against his role, with the main purpose of finding out when someone is ready to move on to the next higher position (Armstrong, 2017; Schrøder-Hansen & Hansen, 2022). Pierre Nanterme, the CEO of Accenture articulated it, in a strategic move away from traditional performance measurement. Almost 90% of the preceding performance management processes at Accenture were abolished, replacing comparative rankings with role-based assessments (Saxena & Gupta, 2018; Sigala, 2019). The idea was to move the focus towards individual growth, rather than comparing the employees. Accenture's new approach to performance management is an indicator that career development will become more personalized and less contestable for employees. The Accenture program would focus on the readiness for advancement to ensure that this aligned better with what needed to be achieved within organisations in terms of employee goals.

2.5.3 Deloitte

Another example Armstrong (2017) described is Deloitte. Deloitte, as reported by Buckingham & Goodall (2015), followed the traditional annual goals settings/rating performance management system for their 65000 employees. They calculated that their managers spend 2 million hours managing this process, and a lot of this time was spent talking with each other about ratings, etc (Crews, 2021; GINO et al., 2018). Now Deloitte decided that it would make more sense to invest this amount of time into speaking with employees. The hours were to be spent focusing on the future, instead of the past. As Deloitte was doing mainly project-based work, they introduced a quick and simple feedback system, which the project manager needed to fill in after each project. It includes the following four questions: 1) Would you reward this person with the highest possible bonus and reward? 2) Would you always want this person in your team? 3) Is the person at risk of low performance? (y/n) and 4) Is the person ready for a promotion today? (y/n). In addition, they introduced check-in sessions which are meant to be held once a week. So, Deloitte then simplified the whole performance-management process, which had been whirring at full chat until then-30-year-olds requiring regular historical performances-longtime goal setting and with approximately 60,000 employees to rate every year (Buckingham & Goodall, 2015). Deloitte replaces this practice for regular, project-based feedback sessions and weekly check-ins focused on future-oriented conversations Crews, 2021; GINO et al., 2018). Method Deloitte adopted this simpler, real-time-feedback approach in the first place was an acknowledgement that annual reviews have their limits for assessing fast-changing performance trends. This method encourages continual learning and ensures performance conversations are focussed on project outcomes, driving an agile and responsive culture.

2.5.4 GAP

As per Armstrong (2017), GAP Inc. introduced a new performance management system that replaced goal setting, rating and reviews with monthly 'touch base' (informal, undocumented) meetings in 2014. Gap argued that the time invested into the administrative process of traditional performance management should rather be invested in other tasks. Employee surveys showed that this change was highly appreciated by employees, who affirmed that the new process provided them with better feedback and offered them more opportunities to learn and improve their performance levels (Du, 2019; Dauda, 2018). To achieve its goals, Gap Inc. invests in learning and growth opportunities for staff members at all organisational levels as well as creating an environment and benefits plans that cater to their requirements. Additionally, they support programmes and concepts that promote volunteerism and make sure they give back to the neighbourhoods where they are employed and live. They respect worker input and conduct timely pulse surveys to gather the information that enables them to react more quickly to employee requirements. To have all employees who participate in the survey once every three months, they distribute surveys to sample groups of the workforce. Throughout performance evaluations, they also elicit comments from their employees on their working conditions (GAP, 2023). GAP Inc. implemented a monthly performance check-in instrument trading off the traditional annual goal-setting and reviews (Du, 2019; Dauda, 2018). The changes represented regular, continual employee feedback to drive improved satisfaction and performance. This shift toward informal, regular opportunities to provide feedback is the practical implementation of GAP Inc.'s commitment to the professional growth and retention of their employees. GAP Inc. adopted this philosophy to build a developmental culture by killing ratings and building up the talent pool in a learning and growth-oriented work environment.

2.5.5 Zürcher Kantonalbank

Zürcher Kantonalbank (ZKB), a large publicly owned Swiss bank headquartered in Zurich, transformed their performance management approach in 2016. Previously utilizing an annual formal appraisal system, ZKB introduced quarterly feedback conversations between their over 5,000 employees and managers (Joss et al., 2023). This allowed both parties to engage in more frequent yet informal performance check-ins. To facilitate productive discussions, the bank devoted considerable resources towards coaching managers on how to have goal-oriented and future-focused conversations geared towards continual career development and performance improvement (Künzle & Hefti, 2023). The new approach reduced bureaucratic paper work as the feedback conversations were ungraded and key evaluation metrics used previously were minimized. Employee surveys following the change found that the quarterly check-ins facilitated considerably more meaningful and constructive exchanges of feedback compared to interactions under the prior rigid appraisal framework (Beck & Garzik, 2022). Staff expressed appreciation for being able to receive feedback more regularly from their managers to enhance their work

performance. Zürcher Kantonalbank replaced their once-a-year appraisal system with quarterly feedback conversations between the employees and managers (Joss et al., 2023). It was designed to make performance discussions more relevant and timely while lessening the administrative burdens of traditional appraisal processes. The bank's move to quarterly feedback sessions reveals a shift toward more agile performance management practices. Zürcher Kantonalbank — seek to cultivate continuous learning and performance improvement by facilitating periodic, casual conversations consistent with organizational goals.

2.5.6 SAP

SAP, a German multinational software corporation headquartered in Walldorf, Germany, transformed its performance management approach in 2017. They moved from conducting annual formal performance appraisals to implementing a continuous coaching model focused on providing regular informal feedback to employees throughout the year (Lin et al., 2022). Under this new approach, managers were expected to regularly check-in with their team members to discuss progress, address any challenges in real-time, and identify developmental areas. To facilitate this transformation, SAP provided extensive training to their over 100,000 global executives on utilizing a coaching leadership style and participating in constructive feedback exchanges (Mambo, 2023). Additionally, SAP developed new internal IT tools to make the feedback process more streamlined and ensure compliance with the quarterly check-ins. Employee engagement surveys found that the new performance management system fostered much clearer communication channels and improved relationships between managers and staff (Nugraha and Suratma, 2023). It also allowed both strength and growth opportunities to be discussed on an ongoing basis year-round rather than just once annually. At SAP, for example, annual performance appraisals have been replaced with a continuous coaching model in which feedback exchanges take place across the year (Lin et al. The goal was to support continuous employee growth, proactively resolve performance issues and improve manager-employee relationships. The move to a continuous coaching model for SAP is commensurate with the shift in organizational strategy centered around building a culture of continuous learning and improvement. With the integration of real-time feedback into their performance management process, SAP was looking to increase staff engagement and tie firming individual performance back to corporate objectives.

2.5.7 Microsoft

Then Armstrong (2017) illustrates the final example of Microsoft. Microsoft replaced its traditional performance management system in 2013 as it felt that the old system was more like a judgement. Instead of labelling employees, they wanted more rich and meaningful discussions to occur. They renamed performance management to performance and development (Schrøder-Hansen & Hansen, 2022). Microsoft measured how employees were satisfied with the way Microsoft managed its performance. After the change, 64% of employees were satisfied (before 50%) and 68% of the managers were satisfied (before 40%). Concerning the top performers, 67% were satisfied (before 45%), and the dissatisfied top-performers dropped to 15% (before 43%).

Hutchinson (2013) illustrates a case study conducted by IDS HR in 2003 that showed that Microsoft already had implemented a system of regular informal feedback meetings between managers and employees (Hancock et al., 2018). However, they still held two annual appraisal meetings. One meeting was reserved for a merit discussion and one for development issues (Williams and Beck, 2018). At that time their system also included a rating of managers by their employees, as well as a 360-degree feedback system.

Parallel to that, Microsoft formerly used to have a peer-to-peer feedback method using an electronic application, however, the input travelled an alternate approach because it was routed via the platform. For its ongoing feedback mindset, Microsoft nowadays is concentrating on PERSPECTIVE tools. Because of the growth mentality and value of gaining knowledge from others that underpin Microsoft's culture, it seems essential to reach out and gather feedback from other individuals in an effective manner. According to neuroscience, the word "feedback" causes our brains to respond in a manner that frequently inhibits our capacity to comprehend new things. As a result, Microsoft's "Perspectives" effort promotes brain-friendly activities that allow us to provide and receive feedback. Perspectives emphasise the value of receiving and giving feedback through all streams, and involves an inbuilt tool designed to collect peer-to-peer feedback from throughout the organisation. This removes the confidentiality of the process and gives workers easy accessibility to the perspectives they obtain. Before a company-wide release in 2018, the Perspectives device's extensive testing produced findings which aided in enhancing the user experience (Microsoft, 2023). As Schrøder-Hansen and Hansen (2022) conducted a case study on Microsoft that switched from traditional performance evaluations to a performance and development approach, removing rating systems in said process focusing rather on the value of conversations. With this change, development was the focus - not ranking employees against their coworkers - and the goal of relevance journey scores is to give you even more specificity!

Performance & Development are a signal that Microsoft HR is moving towards a feedback culture to help enable employees. Microsoft aimed to build a culture of continuous improvement and innovation by promoting conversationsoriented around growth over ratings.

2.6 Conclusion of Literature Review

In conclusion, the literature review shows that there is currently a trend for corporations to change their traditional performance appraisal processes. Especially in the last few years, several prominent corporations have taken this decision. Secondly, the literature review has shown that most corporations do not just simply drop or abandon the process entirely. Instead, most corporations go through a transition process and implement new ways of improving and enhancing the communication between their managers and employees concerning immediate, informal, ongoing, and work-related feedback. The literature review also revealed that, despite the tendency to think that this is a recent hot subject, worries about the assessment process have been voiced for a very long time. Many specialists have voiced their worries and developed new, superior models in response. Additionally, there have been businesses that have successfully undergone this transition in the past and employed different methods to monitor their employees' performance even before the shift to a continuous feedback culture arose as a growing phenomenon.

As explained above, even though there is a visible trend towards implementing systems of a continuous feedback culture, this is still far from being the recognised best practice. There are several strong voices, which have appeared in recent years, that vehemently propagate and promote the traditional performance appraisal process. There are still several companies that at this point implement the traditional performance appraisal process. It remains to be seen whether the traditional performance appraisal process will be replaced by the continuous feedback culture, whether both techniques will exist side by side, or whether the phenomenon will move backwards, and the conventional approach will be re-implemented by those businesses that are now announcing their transformation to a constant feedback culture. Insufficient empirical studies have been conducted on how staff members, line managers, and managers of human resources interpret the two variants of the process of performance management and continuous evolution, with a concentration on businesses in Germany and Switzerland. This research paper fills that gap in the literature.

3 Research Philosophy

This chapter introduces the research philosophical position underlying this study. The chapter outlines how the ontological and epistemological position of the research serves as a baseline for the chosen methodology, in the Constructivist Grounded Theory (Charmaz, 2014), and demonstrates its suitability for the qualitative approach. The chapter acknowledges and reflects on the pre-existing values, assumptions, and beliefs of the researcher that could have an impact on the interpretation of the data (Clare, 2002). This chapter addresses the information regarding the research philosophy adopted within this research along with the methods used to complete this study.

3.1 Ontological Position

Ontology describes the understanding of the nature of reality. The term ontology refers to the philosophical study of being in general along with the neutral factors associated, including existence, reality, and being which define facts present within the environment (Aliyu et al., 2015). Furlong and Marsh (2002, p. 17) stated: "Ontological questions focus on the very nature of being, an ontology is a theory of 'being' (the word derives from the Greek word onto for existence) The key ontological question is: What is the form and nature of reality and, consequently, what is there that can be known about it?"

The two fundamentally opposing viewpoints are those of the ontological objectivist and those of the ontological subjectivist. As per Blaikie (2007), the objectivist assumes that the real world. exists 'out there' independently of our perceptual or cognitive structures and attempts to understand it. The subjectivist assumes that there is no real world 'out there'. What is perceived as a social reality is a creation or projection of consciousness and cognition. What usually is assumed to be 'out there' has no real independent status separate from the act of being known. The social world is created by being known.

However, generally, there is no awareness of these creative processes. Ontology is used for the classification and explanation of human entities, along with their existence on different philosophical levels (Zhong et al., 2019). In other words, it is a science of belonging and being. As expressed by Gruber (2018), ontology plays a crucial role in determining the highest category which then develops a system of categories, providing an encompassed categorisation of all entities, including events, states of affairs, relations, properties, and substances.

The researcher takes the stand that he has evolved from an initially objectivist position to a subjectivist point of view to gain in-depth information about the reality of the world by assessing the perspectives and experiences of human beings about a specific phenomenon (Don-Solomon & Eke, 2018). This can be done by conducting interviews with certain participants to assess what they perceive about the management processes and their experience with those processes within their organisation. This allows the researcher to have sufficient information based on the objectivist position and sufficient understanding can be developed regarding the research question. As an ontological stance of this research gets to the bottom of this issue there is a spectrum of objectivism and subjectivism that adds a new dimension.

Though the researcher acknowledges the evident complexity of the definition of reality, a first simple adoption of an objectivist point of view is used as a step on the way to accidental discovery of something about the investigated phenomenon. Yet, giving up a subjectivist viewpoint changes the philosophy into a contemplation of the human experience itself and its perceptions. The research aims to reveal phenomena from the point of view of the study participants, being based on the interviews of a limited sample, to understand how individuals perceive organizational management processes. Despite the fact that results are helpful, they are obtained after a small-scale study, and so overgeneralizing cause and effects to big companies is not reasonable.

3.2 Epistemological Position

Epistemology defines how what is 'real' is distinguished from what is 'mistaken'. It "derives from two Greek words: 'episteme' which means 'knowledge; or 'science'; and 'logos' which means 'knowledge', 'information', 'theory', or 'account' (Torres, 2021). Moreover, Berghofer (2022) has defined that epistemology is usually understood as being concerned with knowledge about knowledge. This allows the development of a knowledge-based foundation by which different factors could be critically analysed. In other words, epistemology is the study of the criteria by which we can know what does and does not constitute warranted, or scientific, knowledge." (Johnson and Duberley, 2000).

The epistemological subjectivist believes that the only way to know about the social world is through understanding the meaning that people give to their world (Callahan, 2021; Baumberger et al., 2017). The epistemological subjectivist is interested in the social processes that lie behind the production of documents such as the strategic plan and how others in the organisation understand (or fail to understand, or completely ignore) such documents (Thomas et al., 2020).

The epistemological subjectivist is interested in how members of the organization construct their ideas of such things as quality, customer care, and so on. They are interested in gossip and rumours as they try to understand what they mean to people. In their research, it is typically done through interviews, unstructured focus groups, and as a participant-observer (McAuley, 2014).

This research employs a subjectivist epistemology that is predominantly based on the view that to discover who people are as individuals and how they construct and understand knowledge is very important. Through systematic exploration of the ways different stakeholders understand performance management mechanisms, the study aims to grasp the diverse point of views certain limited case study entails. The paper contemplates its confinements originating from the limited scale of the study and attracts special and specific rather than general conclusions suitable for the industries of medium or large scale. In this regard, the study differs from others, not aiming to provide skilled decision, but to deliver relevant conclusions that can serve as a guideline for decision-makers with other situations.

Because it enables comprehension of the objectivity and subjectivity of the identified issue, the researcher adopts the epistemological subjectivist position to address the research question of how the continuous feedback culture and the traditional performance appraisal process are perceived by employees, line managers, and human resources managers.

The purpose of the study is to comprehend the different viewpoints of the parties concerned concerning the performance management strategy that their firms are employing. The research is curious to see what meaning the interviewed participants give to the performance management process and what ideas underlie the official process flows and guidelines of the formal appraisal procedures because it wants to find out what the participants think and feel about their performance management processes (McAuley, 2014).

3.3 Interpretivism Approach

The origins of interpretivism may be found in idealist doctrine. The overarching concept has frequently been employed to combine various areas of thinking spanning from social constructivism to phenomenology and hermeneutics, all of which deny the idea that value emerges outside of human awareness and interpretations (Azzopardi & Nash, 2014). Since meanings are perceived from the eyes of humans, interpretivist perspectives on social inquiry argue scientists must recognise individual dissimilarities and learn how those distinctions

influence people to find meaning (Ryan, 2018). It has been claimed by interpretivism that people have awareness, which suggests they are not just forced figureheads reacting to societal factors in the sense positivists assume. As a response, individuals in a community become increasingly complicated and sophisticated (Pham, 2018).

The existence of an outside world is not denied by interpretivism. Nonetheless, they do not believe that there is a world that can be observed in its entity (Alharahsheh & Pius, 2020). Interpretivists argue in contradiction to positivist methods in social science that almost every research is affected and moulded by the investigators' pre-existing conceptions and outlooks (Ryan, 2018). Concepts, processes, and information employed in the study have value because they have been decided upon by a team of scholars. As a result, the investigation is a socially produced process, suggesting that occurrences are manufactured by the community rather than occurring spontaneously (Hiller, 2016). Given the above notion, the author of this study deduced that in interpretivism philosophy, events might differ from one culture to the next. Thus, the truth that science reveals is socially created as well. Heidegger (1991) believed that hermeneutics permits an individual to acquire access to reality grounded in interpretative practices, developing a close association of hermeneutics theory with the notion of interpretivism.

Interpretivism is a philosophical approach to research that emphasizes the subjective nature of human experience and the importance of understanding the meanings and interpretations that people give to their experiences (Ryan, 2018; Pham, 2018). In contrast to positivism, which seeks to uncover objective truths through empirical observation and measurement, interpretivism recognizes that people's perceptions, beliefs, and values shape their understanding of the world and their behaviour within it. As such, interpretive research seeks to explore the complexities of human experience through in-depth analysis of subjective data, such as interviews, observations, and personal narratives.

In the context of the study on performance management processes, interpretivism would be particularly appropriate for several reasons. Firstly, the study aims to understand the perceptions of different stakeholders, which are likely to be complex and nuanced. Interpretivism recognizes that people's perceptions are shaped by their cultural and social context, their personal experiences, and their individual beliefs and values (Azzopardi & Nash, 2014). Therefore, an interpretive approach would allow the researcher to explore the multiple and diverse perspectives of the stakeholders, rather than imposing a narrow, preconceived view of what performance management should look like (Hiller, 2016). Secondly, the study is concerned with the performance management processes that organizations are implementing, which are likely to be influenced by a range of contextual factors.

3.4 Selection of Approach

Interpretivism is an appropriate philosophical approach for the study of performance management processes, as it allows for the exploration of the complex and subjective nature of stakeholder perceptions (Azzopardi & Nash, 2014). Through in-depth analysis of subjective data, an interpretive approach can generate rich and nuanced understandings of the contextual factors that shape these perceptions and can identify patterns and themes that may not be apparent through more quantitative methods. The strengths of interpretivism lie in its emphasis on context and subjectivity, and its flexibility and adaptability, which make it particularly useful in exploratory research. As for the purpose of supporting the interpretivist approach, there is a right motivation of recognizing the complexity of the human experience and perception.

Interpretivism provides for an approach through which this research becomes subjective by concentrating on what people subjectively ascribe to different phenomena. It takes into account the fact that the environment where people develop and live plays a crucial central role in their development and, hence, context-dependent information is more important than universal formulas. Qualitative methods, including interviewing and participant observation, add the interpretivism component to the research process by means of which one can grasp and comprehend the complex multiplicity of perspectives that make up the human behaviour. This way, intricate but crucial aspects could be analysed, and facts that exceed the world of mean numerical data are attained, thus adding to the overall perspective of organizational behaviour.

In this study, the researcher used an interpretive methodology to examine how people perceived the shift from a culture of performance reviews to one of continuous feedback. The decision to use this study methodology was made after careful consideration of the requirement to record the individualised viewpoints, experiences, and connections of those participating in the performance management process. The researcher wanted to go beyond simple data gathering and analysis by employing an interpretive approach, concentrating on understanding the lived experiences and meaning-making processes of the participants. The researcher wanted to probe into the participants' subjective perspectives, sentiments, and attitudes about the shift in performance management practises by adopting a more individualised and contextualised approach.

This tailored method gives the research depth and richness and enables a thorough comprehension of the participants' experiences. This study's main goal was to investigate how people see the change from traditional performance evaluations to a continuous feedback culture.

The researcher used an interpretive methodology to explore the meanings, values, and beliefs associated with performance management practices and comprehend how they influence how people interact with the system. The goal was to obtain an understanding of how the participants experienced, accepted, and interpreted the shift to pinpoint potential improvement areas. The interpretive method, which places a significant focus on comprehending human experiences and social relationships, was thought to be the most appropriate for this study. This method acknowledges that people create their realities, and that social settings and subjective interpretations have an impact on how they perceive the world. By adopting the interpretive viewpoint, the researcher was able to fully comprehend the participants' connections with performance management and to capture their nuanced and context-specific character.

4 Research Design

This chapter describes the rationale for the chosen research methodology. The chapter outlines the research design and the execution of the study. This chapter addresses the information regarding the tools and techniques that were adopted for this research and the processes defined by which the data was collected and analysed.

4.1 Methodology

The researcher is following an inductive and qualitative approach to explore what the participants think and feel about their performance management processes. This allows the researcher to have a subjective point of view towards the research study (Pando, 2018). The researcher is interested in seeing what meaning the interview participants give to the performance management process and what thoughts lay behind the official process flows and guidelines of the formal appraisal procedures. Furthermore, given the limited existing research on the perception of the performance management process, it was deemed that there was no sufficient theoretical framework for understanding the phenomenon. To develop a theory, it was essential to make use of a qualitative approach that provides guidance and strategies for analysing the data and structuring the relationships between concepts (González Rey & Mitjáns Martínez, 2019).

The researcher of the study on performance management processes likely chose qualitative study because of the unique advantages that this approach offers. One of the main perks of qualitative design is its ability to delve deeply into complex and nuanced topics, such as stakeholder perceptions of performance management (Rodriguez & Smith, 2018; Azzopardi and Nash, 2014). By conducting in-depth interviews and analysing personal narratives and observations, the researcher can gain a more detailed understanding of the experiences and beliefs of stakeholders than would be possible through quantitative methods (Pando, 2018). Qualitative research design can generate rich and detailed data that can help the researcher gain insights into the perceptions and experiences of stakeholders. For example, the researcher may use interviews to gather detailed narratives about how stakeholders experience performance management processes, which can provide a wealth of information about the factors that influence these perceptions.

By contrast, quantitative design can be limiting in its ability to explore complex and nuanced topics. Quantitative studies often rely on standardized measures and surveys, which may not capture the rich and varied experiences of stakeholders (Ryan, 2018). Additionally, quantitative studies may be limited in their ability to explore the subjective factors that influence stakeholder perceptions. However, there are also some limitations that the researcher may face when implementing a qualitative design. One limitation is the potential for bias and subjectivity in the interpretation of data. Because qualitative studies rely on the researcher's interpretation of subjective data, there is a risk that their personal biases or preconceptions may influence the analysis of the data. Another limitation is the potential for small sample sizes, which may limit the generalizability of the findings. Qualitative studies often rely on a small number of participants, which may make it difficult to generalize the findings to a larger population.

The researcher has made use of the inductive approach in the current study. The inductive approach in research is important because it allows researchers to explore and understand complex phenomena systematically and rigorously. In this approach, the researcher gathers data from the real world and uses it to develop theories or hypotheses about the phenomenon of interest. These theories or hypotheses are then tested through further data collection and analysis.

One of the main benefits of the inductive approach is that it allows researchers to be open-minded and flexible in their thinking. Unlike the deductive approach, which starts with a preconceived theory or hypothesis and seeks to prove or disprove it, the inductive approach allows researchers to let the data guide their thinking. This can lead to the discovery of unexpected patterns or relationships in the data that might not have been apparent otherwise.

The stages of the research process are visually represented by Tweed and Charmaz (2011) below:
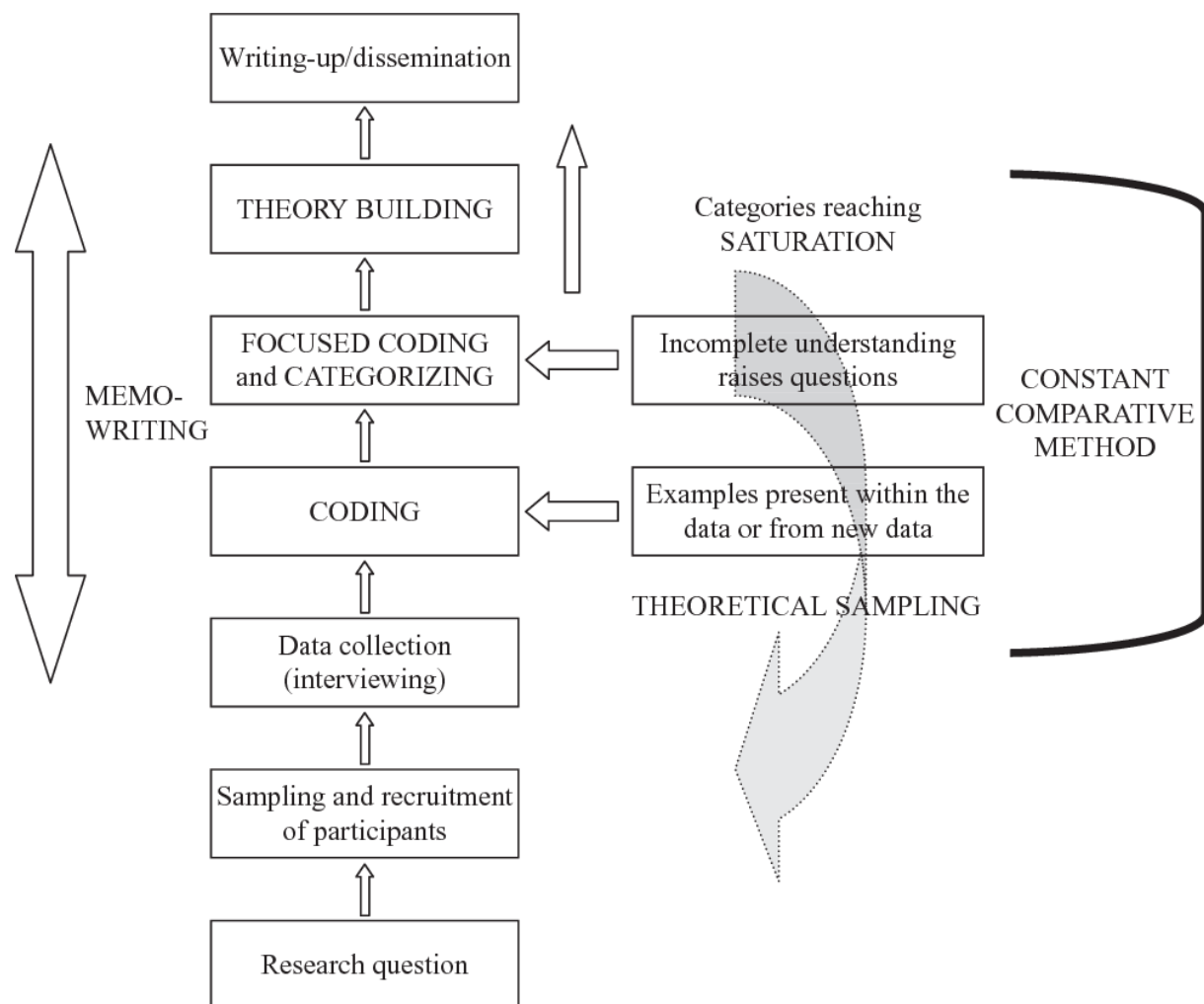
Figure 7: Stages of Research Process

Source: Tweed and Charmaz (2011)

4.2 Data Collection

The data was gathered by conducting 15 in-depth semi-structured interviews with employees because it allows real-time information from the line managers and Human Resources managers of a large corporation in Switzerland. This allows having detailed information by which different perspectives could be critically analysed. For each of these intensive interviews, a 90-minute

session was scheduled in which the researcher asked relevant open-ended questions that were intended to encourage the interview participant to share his or her views and thoughts on the subject. The interview consisted of 25 questions which were structured into five opening questions, 15 intermediate questions and five questions. Additional questions were asked by the researcher during the flow of the interview. The interview questions are listed in Appendix 1.

Following Charmaz's (2014) guidance it was acceptable if an interview exceeded the set time, which was the case on one occasion based on the identified problem. The interviews were conducted in German, as the interview participants were more comfortable expressing themselves in their mother tongue.

The researcher thoroughly examined the body of research on performance management. This phase includes reading pertinent academic books, journals, and research studies to fully comprehend the subject. The researcher asked practitioners, academics, or other researchers with experience in performance management for their opinions. The clarity, validity, and thoroughness of the questions were improved thanks to the experts' insightful comments and recommendations. The researcher specified the study's precise goals, such as examining how people see performance management, detecting problems, or evaluating the efficacy of present procedures. These goals gave the study topics a very defined orientation. The selection of 25 questions that best represented the research goals, covered the pertinent performance management characteristics and were easy for participants to understand. They were chosen by the researcher after several iterations of testing and improvement.

The writer chose the interview as a data collection tool to gain a more detailed and nuanced understanding of stakeholder perceptions of performance management processes. Interviews are a flexible and customizable data collection method that allows the researcher to explore complex topics in depth. In the case of performance management processes, interviews allow the researcher to gain rich data about stakeholder experiences and perceptions, including the context in which they occur and the factors that influence them (Rodriguez & Smith, 2018). Unlike surveys or focus group discussions, interviews allow the researcher to ask follow-up questions and probe deeper into stakeholder responses.

Focus group discussions have limitations that may make them less suitable for certain research projects. One of the limitations of focus group discussions is that they can generate a lot of data, but the data may lack depth and detail. Participants may not have the time or opportunity to fully express their thoughts and experiences, and the group dynamic may limit the scope of the discussion (Pando, 2018). Additionally, certain participants may dominate the conversation, which can limit the participation of other participants and skew the results. Another limitation of

focus group discussions is social desirability bias, where participants may be influenced by what they think is socially acceptable, rather than their true opinions (Abhulimhen-Iyoha, 2021). Lastly, scheduling a focus group discussion can be challenging, especially when participants have busy schedules or conflicting availability.

This study used a small sample size with 15 participants who took part in in-depth, semi-structured interviews. These interviews were conducted with employees, line managers and personnel managers from a large multinational company in Switzerland. Even though the deliberate size of the sample can be viewed as limited it is extremely meaningful in qualitative research. Qualitative studies are often limited in the size of their sample range, mostly due to the involvement of a highly intensive practice including one-on-one interviews. The attention is not directed toward the amount of data being acquired but rather towards the value and richness that comes with each participant's experience (Abhulimhen-Iyoha, 2021). A big sample size means we can examine details of individual views and observations within an organisational context from a holistic point of view and the apparent complexity.

The perspectives of interviewees, when collected, will embrace all the important facets of the research topic. Moreover, it enables detailed analysis of information from small pool of participants, with researchers exploring in-depth the individuals' responses for any recurrent trends or patterns (Abhulimhen-Iyoha, 2021). The sample size in qualitative research is not intended to be generalizable to larger populations as the aim is contextualized findings relevant for the organization where the research has been conducted and theory building or decision making on such organizational matters may be enlightened by the findings. Hence, in spite of its low sample size, the relatively small sample of study has enormous worth in revealing the innate fabric of performance management in the focused corporation.

In contrast, interviews can provide more in-depth and detailed data, as they allow for one-on-one discussions with participants. Interviews can be tailored to each participant, which can help to ensure that all participants have the opportunity to express their thoughts and experiences. Moreover, interviews can help to reduce social desirability bias, as participants may feel more comfortable sharing their true opinions in a one-on-one setting (Abhulimhen-Iyoha, 2021).

Additionally, interviews can be scheduled more easily than focus group discussions, as they do not require multiple participants to be available at the same time. For these reasons, the researcher may have chosen interviews as a data collection tool to gain a more detailed and personalized understanding of stakeholder perceptions of performance management processes.

Finally, interviews allow for a more personalized and individualized approach to data collection, which may be particularly useful when exploring the unique perspectives of different stakeholders. Hence, the interview method can provide a wealth of detailed data and insights into stakeholder perceptions of performance management processes, which can inform the development of more effective strategies and processes.

4.3 Interview Process

The interviews were recorded with the Samsung Voice Recorder App Version 20.1.86.12 on a Samsung Galaxy S8 smartphone. To conform to the University Regulations, the interview recordings were translated and transcribed to English by the researcher, whose mother tongue is also German. Before the interview the researcher shared a document listing the Frequently Asked Questions (FAQ) with the interview participants. The researcher also shared the 25 questions with the participants, as some participants had asked to see them in advance, to ensure that they were comfortable giving the interview. At the beginning of the interview the researcher walked the participants through the FAQ once more and ensured that there were no unanswered questions from the interview participants. The FAQ are listed in Appendix 2. Then the participants were asked to sign a consent form highlighting their right to withdraw from the study within three months after the interview. Also, the consent form was shared with the participants in advance for information and transparency purposes. A copy of the consent form is listed in Appendix 3. There have been no withdrawals.

The data that were collected were personal opinions, thoughts, and feelings of the interview participants (Abhulimhen-Iyoha, 2021). The objective was not to capture the official corporations' explanation. Instead, when interviewing line managers and Human Resources managers the researcher intended to capture the personal thoughts and perceptions of the interview participants.

4.4 Interview Participants

The 15 interviews were categorized based on their role in the organization into the categories: HR, Manager, and Employee. The intent of this categorization is not to achieve a quantitative breakdown of the research results, but to gain a balanced view from the organisation of the performance management process. Hence the category HR was chosen when the interviewee's role was to some extent responsible for the performance management process in an HR capacity.

The manager role was assigned when the interviewer executes the performance management process from a manager perspective for direct subordinates and at the same time is not involved in the process in an HR capacity (for ex. Head of the Payroll department, is categorized as manager, but not as HR). The category employee was assigned when the interviewee was not involved in the process in an HR capacity and not as a manager.

Name abbreviation   GenderCategory (HR, Manager, Employee) Year of birth:

Name abbreviation	Gender	Category (HR, Manager, Employee)	Year of birth
ALCA	m	HR	1972
ALGA	m	Employee	1976
ANMA	m	Manager	1960
ARGA	f	Employee/HR	1979
BRZA	m	HR	1995
DARO	m	Manager	1972
ERJA	f	Manager	1996
ESAM	f	HR	1961
JARE	f	Employee/HR	1969
MAHA	m	Manager	1963
MAJA	f	Employee	1988
MAKE	m	Manager	1970
PANA	m	HR	1962
SURO	f	Employee	1966
TASA	f	Employee	1984

Table 1, Overview of Interview Participants

As this was the first time the researcher conducted qualitative research, the researcher conducted a test interview with a Human Resources employee of another organization in Switzerland to test and validate the interview process and to gain experience. Also, this test interview was translated into English and transcribed.

4.5 Data Analysis

The researcher conducted an initial "line-by-line coding" (Charmaz, 2014) on each interview transcript. In differentiation to incident-by-incident coding, line-by-line coding forces the researcher to remain focused on each spoken word and fragment of a sentence in search of meaning (Gibbs, 2010). This approach ensures that the research is suitable for the empirical world with constructed codes and developed categories that structure the interview participants' views. Furthermore, it visualizes the relationships from an implicit statement into a systematic structure (Charmaz, 2014).

In a subsequent stage, the researcher applied Focused and Axial coding to lift the earlier created line-by-line codes to a higher level and gain more sense of the initial codes by which different themes could be devised accordingly (Miles et al., 2014). As per Corbin and Strauss (1990), the purpose of this stage is to identify a single category as the core phenomenon and systematically relate selective codes to it. Whereas Charmaz tends towards putting more emphasis on defining multiple theoretical categories that are interpretive (Gibson, 2020), which was the approach followed in this research.

The researcher used the method of writing notes to identify concepts. In the memos and running notes the researcher laid out his observations and insights about the concepts defined (Charmaz, 2014). In the final stage of the analysis, the researcher integrated the developed concepts, refined his findings, and wrote up theoretical models to develop new theories that were consistent with the collected data and may allow some generalization within the limitations of this research (Charmaz, 2014).

To analyse the qualitative data the researcher used Microsoft Word and Microsoft Excel. Using NVivo as data analysis software was recommended as NVivo supports qualitative and mixed methods research and helps the researcher in organizing and analysing unstructured and semi-structured data (Bernard, 2010). The researcher informed himself about NVivo using the information shared on the publisher's website, as well as product presentations publicly available on YouTube. As the researcher is very familiar with the usage of Microsoft Word and Microsoft Excel due to his 20 years of professional experience, he took the informed decision that he would feel more comfortable using the tools he already was familiar with, understanding and accepting the potentially higher manual effort that this decision implied. All these aspects have played a significant role by which the data could be examined accordingly, and the research question was answered in the desired manner.

5 Limitations

The researcher has identified risks and difficulties concerning the interview participants and the researcher himself. The difficulties and how they are addressed are described below.

If the interview participant was the decision maker who decided to move from a traditional performance appraisal process to a continuous feedback culture, it would be in the strategic self-interest of the interview participant to draw a picture that shows that his or her decision was the right one and the corporation would benefit from it. It could potentially become difficult to get an honest opinion, instead of the answer that is most self-beneficial to the interviewee.

The researcher's own experience and pre-knowledge of the research topic carry the risk of the researcher potentially being biased (Galdas, 2017). The researcher is committed to avoiding this and to taking a step back with his own opinion and basing the results of his research on the responses of the interviewees only. The chosen research methodology, Grounded Theory (Charmaz, 2014), strongly supports this approach, as the theory developed in the study is based on the data collected in the interviews.

Small samples can be limiting in terms of the generalizability of the findings that have only demonstrated uniqueness to the specific context. There may exist a limit in the diversity of views and assortment because they can miss representation of particularities within the population. Analysis inclination might be a factor, and breadth of the sample might also be compromised (Abhulimhen-Iyoha, 2021). Detecting very small or even infinitesimal effects will have their statistical power diminished and causing that conclusions will not be reliable. Besides, small samples could be the causes of the deficiency of the study in the exploration of complex interactions as well as in the subgroup analyses. In spite of aforementioned constraints of a small sample size of qualitative research, it offers individual experiences of phenomena and contexts that comes within the studied domain for observation.

6 Ethical Aspects

This section reflects on the ethical considerations in this study. It has been identified that employees and their performance being assessed and rated could be considered ethically questionable. It could be argued that this study objectifies employees by viewing them as investments that need to produce a return, instead of putting the human factor and social responsibilities in focus when managing employees. This has been discussed in the context of MBO in the literature review in the section 'History of the traditional performance management process' (Thomson, 1998).

While the above concern is valid, corporations also have the right and the duty to think and act economically, which includes reviewing and optimizing the performance of their employees. As long as the attempt to optimize the performance of employees does not impact the corporation's consideration of the human factor and their social responsibilities as a corporation, it is the researcher's stance that the research outlined in this study is compliant with ethical principles.

7 Research Findings

As described in the chapter 'Research Approach' the final stage of the coding process is the definition of primary codes and supplementary codes and thereafter the refinement of multiple theoretical categories, which are the core of this research project (Charmaz, 2014). This has been achieved through an iterative process of continuous reflection and refinement until saturation has been reached. The researcher has identified 8 theoretical categories through this process. For improved clarity, these theoretical categories have been grouped into three main themes. These are presented in the below table and then described in detail in the following sub-chapters. These themes are generated based on the codes which were gained from the interview process.

7.1 Theme 1: Objective of Performance Management

In this chapter, the result collected from the in-depth interviews is analysed. The thematic analysis is selected as the data analysis approach for the analysis of the results. To systemically present the analysis, results are divided into three themes with a sub-category. Eight theoretical categories have been identified by the researcher for achieving an appropriate analysis of the data. The chapter is segregated into two parts, a theoretical table and a discussion of each category. In this chapter theme one that is "objectives of performance management" is the focus to answer the research question. Along with this, in this chapter of theme one, two major categories are highlighted that are "strategic objectives of performance management" and "further applications of performance management". In this sub-category analysis of the interviews collected is presented. The discussion as the sub-section of the chapter will be focused on supporting the aspects, elements and notions demonstrated in the theoretical table. Providing a comparison from the previously published literature such as research, articles, journals, and books offers reliability and validity to the results collected and analysed. Findings from different authors on the objectives of performance management and the application of performance management are essential in backing up the arguments discussed in the results.

The following tables show the theoretical categories within theme 1, as well as a description of the category and an example code with a reference to the data. The theme is divided into two categories. The tables and discussion within the section highlighted the theoretical category in theme one. On the other hand, the discussion section provides supporting evidence for the description provided in the theoretical tables regarding the performance management objectives within an organisation.

7.1.1 Category 1: Strategic Objective of Performance Management

In the research project titled "The Perception of the Transformation from Performance Appraisals to a Continuous Feedback Culture," the researcher used theme analysis to investigate the participants' perspectives on the change from performance evaluations to a continuous feedback culture. The researcher discovered many recurrent phrases through the examination of interview data, including "motivation," "contribution," "manager assessment," "employee development," and "goal achievement." Following their synthesis, these codes came together to create the overall theme of "Strategic Objective of Performance Management."

To ensure plausibility and coherence, the thematic analysis procedure went through several stages. The researcher first read over the interview transcripts and became comfortable with the information. Then, scripts were created to annotate pertinent data chunks that connected to important ideas. The codes in this instance represented several facets of performance management.

Category	Primary Codes
The strategic objective of performance management	**Motivation**
	Inner motivation
	Employee Development
	Company-oriented goal achievement
	Contribution
	Assessment/evaluation
	Manager assessment
	Continuity

Table 2: Generation of Theme 1 Category 1

7.1.1.1 Performance Management

As mentioned in the response of one participant "There are other topics that motivate you to work well: Team spirit, that you can participate, that you can make a difference, that you maybe get promoted." (interview DARO). It was analysed through the study objectives that performance management plays a key part in motivating workers. It was observed that motivation and a high level of engagement help with the retention rate (Murphy et al., 2020). On a similar note Interview ANMA mentions "We have a set framework, set questions and rating that we work through during the appraisal meeting with the employee. The employee can give feedback and I allocate a lot of room to an open discussion. I switch away from the framework to an open conversation as fast as possible."

Data from responses from respondents points to a shared emphasis on intrinsic motivators and a comprehensive approach to performance management. Examples of these include statements of team spirit, career progression, and open communication during performance reviews. This is consistent with research by Murphy et al. (2020), who claim that engagement and motivation have a beneficial effect on retention rates. The participants stress the value of an encouraging work atmosphere and open evaluation procedures, as shown by Interviews DARO and ANMA. The data highlights the complex relationship between intrinsic motivators and effective performance management strategies, adding to the body of knowledge on the subject. By highlighting the connection between intrinsic motivators and successful performance management techniques, the data closes a gap in the literature (Bhuiyan et al., 2020). The participants' replies, as demonstrated by DARO and ANMA, offer useful insights into how these intrinsic motivators are included in the performance management process, even though the research currently in publication frequently addresses intrinsic motivation and engagement as distinct concepts.

It's possible that the material lacked concrete instances or demonstrations of how aspects like open communication, career advancement, and team spirit are actively included in performance management talks. By providing real-world examples of how businesses are integrating intrinsic motivators into their performance management procedures, the data closes this knowledge gap and offers a more nuanced understanding of the intricate link that exists between motivation and successful performance management.

7.1.1.2 Impact of Motivation through Contribution

Employee motivation should not be based primarily on financial rewards, as Opsahl and Dunnette (2018) emphasise. However, in the data collected in the current study, different variables are recognised. JARE, an interview noted other variables that encourage optimal performance: "team spirit, active participation, making a difference, and the potential for career growth." BRZA supported this attitude, emphasising that, while financial incentives should not be the primary motivation, a communal approach to acknowledgement stimulates increasing contributions towards overall growth. He said, "When I don't reward individually but overall, the individuals contribute more towards overall improvement". The data, taken together, reveal a thorough grasp of motivation inside the chosen organisation, emphasising a holistic approach that includes responsibility, team dynamics, personal growth, and strategic HR efforts which contributes to the literature.

It is vital to emphasise that these ideas are solely drawn from the setting of this organisation. As a result, they propose that fostering motivation entails a comprehensive combination of characteristics adapted to the organisational context. Similarly, one interviewee highlighted that the Personnel and Organisational Development department's strategy focuses on personnel growth to ensure productivity. Coaching, standards, seminars, and continual education initiatives are all related to this priority.

7.1.1.3 Motivation through Inspiration

"Value is added due to the structured process requiring biannual conversations," the participant DARO stressed. This practice requires both management and staff to devote time to task talks, making these interactions critical. Such talks would be less frequent without this arrangement, perhaps resulting in a communication gap. This viewpoint supports the notion that face-to-face performance conversations between managers and employees may significantly boost motivation. The participant emphasised the importance of these sessions for reflection and discourse, citing their intended regularity. This methodical technique eliminates substantial communication gaps and ensures consistency in these discussions. As one interview DARO, put it, "This conversation is important because the manager and employee make time to reflect on the work."

This remark suggests the need for meditative talks during performance discussions. Staff members may analyse their performance, recognise successes, and identify areas for growth

through these dialogues. This idea supports the belief that performance conversations boost motivation by recognising accomplishments. When various perspectives are compared, a consistent focus emerges on the need for organised performance talks to generate introspection, discourse, and acknowledgement. While these observations are context-specific, they imply that such talks may add to motivation by encouraging reflection and acknowledgement. This quotation emphasises the value of contemplation during performance discussions. It highlights how setting aside time for reflection enables staff members to evaluate their performance, acknowledge their successes, and pinpoint areas for development.

The participant's quote lends credence to the theory that performance discussions encourage motivation by recognising achievement. The participant said, about the structured performance management process, "If that weren't the case, it would happen a lot less because there wouldn't be another tool to fill this gap" (interview ARGO). According to this quote, an organised process is implemented in ARGO's organisation that makes sure that an employee's efforts are acknowledged and validated. Managers can increase an employee's motivation and sense of success by conducting focused dialogues in which they express their appreciation for the employee's work.

The data indicates that one of the most important factors in encouraging employee motivation is the organised performance management process, especially the biannual conversations. A recurring element throughout participant viewpoints is the emphasis on the value of in-person contacts, the regularity of performance exchanges, and the deliberate focus on reflection and recognition. By offering particular insights into the processes via which organised performance chats enhance motivation, the data closes a gap in the literature (Murphy et al., 2020). Although previous research acknowledges the value of performance discussions, it might not go in-depth into the specific ways that frequent, organised conversations promote motivation, acknowledgement, and introspection. The data contributes to the understanding of the relationship between performance management procedures and employee motivation by providing context-specific examples that emphasise the function of organised performance talks in fostering reflection, discussion, and acknowledgement.

7.1.1.4   Inner Motivation for High Performance

The concept of inner motivation is examined in an interview with a participant from the Personnel Development department. They emphasise the need to use meaningful work that is unrelated to financial incentives to impact workers' impressions of the firm and maintain a favourable attitude towards it. This highlights a strategic goal of cultivating intrinsic motivation

while understanding that performance management may encourage employee engagement and happiness through channels other than financial rewards. As ALCA, an interview puts it, "To maintain the employee's positive attitude towards the company through his work and not through financial incentives."

DARO, on the other hand, thinks that incentives, bonuses, and compensation increments should be tailored to individual achievement rather than following a consistent policy of minimal yearly wage increases for everybody. According to DARO, this has a substantial influence on each employee's intrinsic motivation. This position represents the belief that providing personalised attention to employees, rather than relying on incentive-based tactics, builds inner drive. As DARO said, "I believe that incentives and bonuses along with an increase in salaries must be done on individual performance, rather than following a policy of a 0.3% salary increase each year for everyone".

When these comments are compared, it is clear that ALCA's position relies upon cultivating inner motivation through meaningful work, whereas DARO's stance leans towards individualised performance-based rewards. These disparate methods emphasise the complexities of motivation in the setting of an organisation. While both approaches believe in the power of inner drive, their recommended techniques for fostering it differ. However, these ideas are limited to a certain organisational setting and should be treated with this constraint in mind.

The data suggests a complex understanding of internal motivation in the framework of performance management. ALCA emphasises how crucial it is to foster intrinsic motivation via fulfilling employment and separate good attitudes from monetary rewards. In contrast, DARO promotes performance-based, tailored incentives to improve intrinsic motivation. This contradiction draws attention to the intricacy of organisational incentive tactics while providing beneficial context for understanding the range of performance management techniques. By filling up a vacuum in the literature about the many approaches to cultivating inner drive, the data enhances our comprehension of successful performance management strategies by illustrating the complex relationship between purposeful work, personalised rewards, and employee motivation.

7.1.1.5 Inner Motivation and Employee Performance

According to the interview "I find this process very good. In a year, a lot of things accumulate, issues or problems, which you can raise during this conversation. You can also give recommendations for improvement of the working process. Or if there are problems with other

employees. I think it's good that you have a chance to blow off some steam" (interview JARE). The interviewee notes that different problems or issues can build up over time. "A lot of things accumulate over a year, issues or problems, which you can raise during this conversation", (interview ERJA) they say. This data suggests that employees can feel relieved and motivated by discussing these difficulties during the performance dialogue. Moreover, it suggested that they are more internally motivated to overcome difficulties and perform better because they can see their issues being acknowledged and aggressively addressed.

The interviewee additionally highlights the chance to offer suggestions for enhancing the working procedure. "You can also give recommendations for improving the working process," they say. Employee empowerment and a sense of ownership are fostered when they are allowed to share their ideas and opinions. This may stoke their internal motivation to work towards improving their performance and actively take part in putting forward constructive change.

Employees generally agree, according to the data collected from the majority of participants, that the performance review process provides an excellent forum for resolving long-standing problems and worries. This shows that a large number of participants see the assessment as a chance to decompress, talk about difficulties, and actively participate in making work procedures better. The focus on bringing up issues and making suggestions suggests that performance management should take a cooperative, problem-solving approach. By addressing a gap in the research about the function of performance reviews in giving staff members a formal forum to express issues and encouraging a sense of relief, empowerment, and internal drive for change, this data contributes to the literature.

7.1.1.6 *Employee Development Opportunities*

According to one participant, "Then the people wish that we focus more on the employee potential, what qualifications they bring with them. Where can we develop to do more there? I see that as well. It's not the fault of the management, but also an obligation to provide by employees. So, the combination is necessary for development." (interview ARGA). This quote emphasizes the importance of employee development opportunities as a goal of strategic performance management. The participant emphasises the need to concentrate on the abilities and potential of employees. The statement reads, "Then the people wish that we focus more on the employee potential, what qualifications they bring with them" (interview JARE). This demonstrates that strategic performance management strives to recognise and make use of the employees' current talents and capabilities. Organisations can develop possibilities catered to individual talents and improve performance by recognising and utilising their potential.

A participant further adds, "We have in-house personnel development, and they do that together with the operational HR where I am" (interview DARO). The aim of strategic performance management's staff development is further emphasised by this quotation. It emphasises the presence of committed human development teams working alongside operational HR within the company. This group effort illustrates the company's dedication to offering tools and assistance for personnel development.

One participant, ARGA, highlights the necessity of concentrating on employee potential and credentials for advancement in one interview. According to ARGA, this comprehensive approach involves collaboration between management and staff. This viewpoint is shared by another participant, JARE, who believes that strategic performance management should prioritise recognising and maximising employee potential. The quotation from JARE emphasises the organization's dedication to using workers' current abilities and skills, aligning with strategic performance management goals.

Furthermore, DARO, a participant, emphasises the existence of in-house people development programmes that work closely with operational HR. This statement emphasises the importance of employee development in the context of strategic performance management. The integration of human development teams and operational HR shows a determined effort to provide workers with tools and support for their growth and development. The aggregate observations from the participants point to a common understanding of the critical role that strategic performance management plays in the development of employees. The collective data indicates that there is a general agreement among the participants that collaborative efforts in strategic performance management play a key role in recognising and developing employee potential, which in turn improves individual and organisational performance.

7.1.1.7 Contributions and Company-Oriented Goal Achievement

Another respondent emphasises the strategic goal of performance management and target accomplishment. They stress that the emphasis now is on working together as a team to accomplish company goals and receive bonuses. The interviewee says, "So now it is more about what is the goal as a company and how can we all work together for the bonus" (interview BRZA). According to this quotation, performance management strives to link team goals and individual goals with the overall objectives of the organisation rather than focusing exclusively on an individual's performance. Modern performance management procedures take into account how crucial it is to encourage employee cooperation and a sense of shared responsibility. Employee engagement and motivation to contribute to the success of the organisation as a whole

are increased when personal ambitions are in line with organisational goals. Employees are encouraged to collaborate, pool their efforts, and use their talents and knowledge to achieve desired results as a result of this change towards a goal-oriented approach. Another participant mentioned, "Not only the technical support but also, how do we present ourselves? Where do we want to be in 5 years? What are our goals?" (interview PASA). This quote highlights that the role of performance management is also to clarify the goals to the employees which can help the company with goal achievement.

According to the data, performance management is shifting towards a strategic focus on coordinating team and individual goals with organisational objectives and placing a strong emphasis on working together to achieve goals. Participants such as BRZA draw attention to the modern focus on shared accountability and teamwork, which ties performance to corporate objectives for overall success and compensation. The fact that PASA mentioned making the company's goals clear highlights the growing significance of performance management in articulating and accomplishing organisational goals. By offering specific insights into how contemporary performance management practises foster teamwork, employee engagement, and goal alignment, this data closes a gap in the literature. It also provides useful examples that deepen our understanding of the changing dynamics between individual performance, teamwork, and strategic organisational goals.

7.1.2 Category 2: Further Applications of Performance Management

The researcher discovered a topic concerning the additional uses of performance management through thematic analysis of the interview data. This theme was discovered through code analysis for phrases like "leadership style," "leadership tool," "HR style," "HR tool," and "keeping a record." The researcher was able to identify patterns and linkages that resulted in the formation of this topic by looking at these codes. The term "leadership style" implies that performance management involves the role of leaders in influencing and guiding performance as well as the evaluation of individual employee performance. The researcher heard conversations on how various leadership philosophies can affect how well performance management practises are implemented.

Similar to this, the code "leadership tool" denotes that leaders may use performance management to manage and improve staff performance. According to this guideline, team leaders should see performance management as a way to give direction, establish expectations, and promote team member growth. The keywords "HR style" and "HR tool" draw attention to the part that human

resources (HR) play in developing and putting into practise performance management procedures. This means that HR specialists are essential to the creation of plans, regulations, and instruments to support performance management initiatives within organisations.

The researcher discovered a theme regarding further performance management applications by examining these programmes as a whole. This theme likely examines how performance management encompasses leadership techniques, HR engagement, and the recording of performance-related data in addition to individual performance reviews. These linkages were found through the researcher's thematic analysis, which also provided insights into the wider applications and effects of performance management in organisations. The below table shows the theoretical category 2.

Category description	Primary Code
Further applications of performance management	**Leadership style**
	Leadership tool
	HR strategy
	HR tool
	Keeping record

Table 3: Generation of Theme 1 Category 2

Category 2 is focused on applications of performance management. The aspects that are covered in the applications of performance management are as follows:

7.1.2.1   Leadership Style and Performance Management

The leader's strategy was explained by one member who said, "From my standpoint, as it is today, it's good. You may talk about anything at these meetings, and I get the sense that my manager truly appreciates it. He pays close attention to everything and takes notes" (interview ALCA). According to this quotation, the participant's manager practises performance management in an open and welcoming manner. It shows a helpful and inclusive approach where employees feel comfortable sharing their opinions and concerns because of the emphasis on active listening and taking note of employee feedback. This leadership approach, according to

the participants, promotes a favourable climate for performance management by enabling open communication, idea exchange, and problem-solving.

Failure was noted by another participant. "And that again is the basis for me to foster personnel leadership, commitment and the, how to say, the harmony between manager and employee, which in return creates value for the company" (interview PANA). Concerning developing personnel leadership, dedication, and harmony between managers and employees, this quote emphasises the significance of leadership style in performance management. It implies that fostering an environment of trust, cooperation, and shared objectives depends greatly on a leader's style. Performance management can help increase employee motivation, engagement, and overall organisational success by fostering a healthy working relationship between managers and staff.

7.1.2.2 *Leadership Tools in Performance Management*

The use of leadership tools as a performance management tool was highlighted by one interviewee who said, "It is a cycle that happens twice a year, final evaluation and interim evaluation. To further explore a leadership tool that can be applied more frequently, a subsequent step would be required" (interview MAJA). According to this phrase, performance management can be used as a leadership tool, allowing managers to continuously evaluate and direct staff performance outside of the usual review cycles. It suggests that the scope of performance management can be broadened to encompass continual coaching and feedback, highlighting the importance of managers in assisting their teams' continued support and growth. "People want to be led, they want evaluation and appreciation", (interview PANA) said another interviewee.

Holacracy is a movement right now. The significance of leadership in performance management is emphasised by this quotation. It implies that workers want direction, feedback, and affirmation from their managers. The mention of holacracy, a decentralised management strategy, suggests that performance management still includes leadership and evaluation even in non-traditional organisational structures.

In addition, a participant in the interview added, "Evaluation is a tool for leadership." There, the managers are compelled to take the initiative. That is advantageous. It is emphasised in this quotation that managers can use evaluation as a tool to exhibit leadership and take control of the performance management process. It suggests that managers are encouraged by assessments to take a proactive approach to coaching and assisting their staff members, which may result in improved performance outcomes.

The data suggests that the objective of this management tool is that the goals should be assessable, aspirational, aligned, accountable and agile. On the other hand, the personal development plan (PDP) and real-time feedback are essential management tools that can help managers with employee performance management (Buckingham & Goodall, 2015). The importance of performance management was also discussed in the interview and managers' time effort and communication are essential for employees. The negative feedback is annoying for some employees while others welcome the feedback to enhance their performance and be recognised by the senior management (interview MAKE).

7.1.2.3 HR Strategy in the Application of Performance Management

One participant expressed their perspective on HR strategy by stating, "Let's say it like this, for the topics that HR is interested in, yes. But in my opinion, those are mostly micro topics, meaning the overall strategies are difficult to identify. In micro topics yes, but overall no" (interview MAJA). This quote implies that the participant is aware that performance management includes HR-related topics, yet they feel that there aren't enough comprehensive strategies. It emphasizes how crucial it is to have a thorough HR strategy that is in line with performance management's goals and objectives.

Another participant, however, referred to the HR strategy of their company as a guiding factor, saying "Yes, we have a Personnel Guiding Principle, not a strategy in particular but a guiding principle. There we have all the ethical principles such as equality and respect and so on, but also keeping employees fit for the job market. That's our big goal" (interview ESAM). We don't want to make them depend on us, but we want the best people in the job market. This guiding principle is also included that we want to do a lot with education... All of that is in the guiding principle. You could say that this is our HR strategy" (interview PANA). This quotation emphasises the significance of having a clearly defined HR strategy that includes moral standards, employee growth, and guaranteeing a skilled workforce. It exemplifies how a well-defined HR strategy may offer a framework for coordinating performance management initiatives with more general organisational objectives.

The importance of an HR strategy in performance management is highlighted by these straight quotations from the interviews. The other participant emphasises the value of having a guiding concept that takes into account many HR-related elements, while one person emphasises the necessity for more precisely defined overall strategies. A well-crafted HR strategy can serve as a road map for coordinating performance management procedures with organisational goals, guaranteeing consistency, and fostering employee growth and wellbeing. It assists businesses in

developing a unified strategy for performance management that fosters worker growth and engagement and ultimately helps the business succeed as a whole.

7.1.2.4 HR Tools in the Application of Performance Management

The participant highlighted the effective utilization of HR tools in performance management by stating, "Our HR is very eager and tries to implement, to live and maintain standardized personnel processes throughout all departments. They do that very well in my opinion. Let's say it like this, in the last 30 years I never saw such a well-organized HR that cares about all departments equally" (interview JARE). This quotation highlights the significance of HR tools in achieving uniformity and consistency in performance management practises across the organisation. The participant went on to highlight the advantages of having a clear organisational structure and utilising SAP, saying, "Of course, there are always questions and discussions, but generally speaking, I never worked in a company that has such a clear organisation that works with SAP so cleanly. And I enjoy that here" (interview BRZA).

According to the data, HR technologies like a structured organogram and the use of software programmes like SAP are essential for streamlining performance management procedures. Based on the data, most participants suggest that HR tools give departments the foundation and organisation they need to reliably conduct performance management programmes. They give HR professionals the ability to effectively monitor and manage employee performance, establish goals, offer feedback, and guarantee impartial and accurate evaluations. HR departments may expedite performance management processes, improve communication, and encourage openness throughout the organisation by employing standardised personnel practises and utilising technologies like organograms and software platforms.

7.1.2.5 Documentation of Performance Management

A participant mentioned "Employees also have a right to appreciation and a right to have a manager who gives feedback and lets them know where they stand. And also, if the performance is not as desired, this is documented" (interview ESAM). This quotation emphasises the value of paperwork in keeping track of employees' progress and giving them concrete feedback on their performance. For several reasons, documentation is an essential tool in performance management.

First off, it makes it possible for managers to give workers quick and precise performance feedback. Managers can give objective and constructive feedback during performance discussions by recording particular instances, accomplishments, areas for improvement, and development goals. Employees can better understand their strengths, areas for development, and performance standards as a result. The data collected by the participants emphasises how important documentation is as a crucial component of performance management. Documentation has many uses, including showing employees the respect they merit and making it clear where they are in terms of performance. It guarantees that workers have a right to hear from their supervisors about how they performed at work and to learn about their status within the company.

7.2 Theme 2: Perception of Performance Management

The following tables show the theoretical categories within theme 2, as well as a description of the category and an example code with a reference to the data.

7.2.1 Category 3: Perceived Added Value of Performance Management

The study that was conducted by the researcher was titled "The Perception of the Transformation from Performance Appraisals to a Continuous Feedback Culture." The researcher discovered a theme using thematic analysis that was associated with the extra value that performance management is thought to provide. This theme was created by combining the two key codes "Appreciative" and "Positive reinforcement for all stakeholders." The code "Appreciative" indicates that study participants thought performance management was a method that placed a strong emphasis on appreciating and recognising employees' efforts and accomplishments. The participant responses that expressed a sense of being appreciated and acknowledged within the performance management system were likely thoroughly examined by the researcher to find this code. It's possible that phrases like "I feel appreciated for my work" and "Performance management recognises and rewards my contributions" (interview MAJA), helped to identify this code. The researcher was able to recognise the theme of appreciation as a perceived additional value of performance management by noticing a pattern in these statements.

The code "Positive reinforcement for all stakeholders" draws attention to participants' perspectives of performance management as a system that helps not only employees but also other stakeholders including managers, teams, and the organisation as a whole. This code was

probably identified as a result of statements that emphasise successful results, awards, and enhanced performance as a result of performance management. For instance, participants may have brought up claims like "Performance management improves overall organisational effectiveness" or "It enhances collaboration and teamwork." The identification of this code and the ensuing theme of positive reinforcement for all stakeholders probably came about because the researcher noted a recurring pattern of positive reinforcement in the replies of participants.

The researcher discovered these recurrent codes through the thematic analysis approach and realised their importance in influencing participants' evaluations of the additional value of performance management. The researcher was able to identify a common thread connecting the codes and constructing the subject of the Perceived Added Value of Performance Management by examining participant statements in the context of these codes. According to the theme, participants thought performance management was a method for rewarding employees and positively influencing a range of stakeholders. The participants' belief that performance management positively impacted motivation, job satisfaction, teamwork, and overall organisational performance is implied by this theme. It emphasises the need to build a culture of appreciation and positive reinforcement while highlighting the perceived benefits of performance management that go beyond the simple measurement of individual performance. The below table shows the theoretical category 3, as well as a description of the category and an example code with a reference to the data.

Category description	Primary Code
The perceived added value of performance management	**Appreciative**
	Positive reinforcement for all stakeholders

Table 4: Generation of Theme 2 Category 3

A participant offered a more nuanced viewpoint on the benefits of performance management, focusing on the process' human element. "I think honestly that the performance management process does not create big advantages. It's more on the human level that you show the employee, 'I take my time for you, to review the past period and tell you how it went" (interview ALCA). This passage emphasises the value of individual focus and commitment to the performance management process. It implies that making time and effort to give feedback and evaluate performance shows gratitude and promotes a positive work atmosphere.

Another participant, a manager, emphasised the significance of being accessible to staff members and actively expressing gratitude. "I try that whenever there was something where I have to say 'great job' or other than that I also try with team meetings and once in a while with a meal, lunch or dinner together or something like that. I try to keep up the appreciation" (interview ARGO). This statement demonstrates the manager's dedication to expressing gratitude in a variety of ways, including team outings, dinners together, and vocal acknowledgement. These behaviours demonstrate the manager's attempts to promote an environment of appreciation and deepen their relationship with their employees.

A dimension to the performance management discourse not fully examined in the literature is added by the data's complex insights (Bhuiyan et al., 2020). The data highlights the human component, stating that the main benefit of the method is that it shows a commitment to each person by giving them time and attention. It indicates that a pleasant work environment is greatly influenced by the interpersonal component of performance management, which is focused on providing feedback and appreciation. When taken as a whole, these observations highlight the underappreciated role of human connection in performance management, adding to the body of knowledge by highlighting the complex interpersonal interactions that support a strong workplace culture.

7.2.1.2 Impact of Positive Reinforcement on Employees and Stakeholders

A participant emphasised the significance of retaining a good outlook and encouraging staff motivation without relying primarily on monetary rewards. "We try to handle things individually without the financial motive, they claimed. to maintain the employee's positive attitude towards the organisation through his work rather than through cash incentives" (interview JARE) According to this quotation, businesses may create a positive workplace culture and increase employee loyalty and happiness by putting an emphasis on intrinsic motivation and recognising employees' efforts and accomplishments through non-cash rewards like recognition and meaningful work.

A Participant said, "Change is a positive process," expressing a positive outlook on change. According to this remark, businesses may foster an environment that promotes creativity, adaptation, and ongoing development by accepting change and seeing it as a chance for growth and advancement, as suggested by the participants. When it comes to assisting employees through times of change, building their confidence, and enhancing their capacity to successfully handle new difficulties, positive reinforcement is essential. Employees and stakeholders are more likely to accept new ideas, adjust to changing conditions, and support successful transformations when change is seen as a positive process and is supported. Positive reinforcement is crucial in influencing stakeholders' and employees' attitudes, behaviours, and performance, as suggested by the participants.

Organisations can establish a pleasant work atmosphere that encourages employee engagement, adaptation, and continual growth by placing an emphasis on intrinsic motivation, welcoming change constructively, and offering timely acknowledgement, as suggested by the participants. Positive reinforcement affects numerous corporate operations, enhancing overall success and stakeholder satisfaction.

In addition, one of the interviewees responds "In my position, I don't get money for it if I achieve something. That does not have influence; therefore, it goes very fast" (interviewee ARGA). Likewise, another participant states "When there is a financial incentive, one is probably a bit more motivated. I think that also depends on the job" (interviewee ERJA). Similarly, a comparative study conducted by Bhuiyan et al. (2020) revealed that extrinsic rewards are more significant and influential as compared to intrinsic rewards. Therefore, positive reinforcement in terms of extrinsic rewards is the key motivation for employees as well as for stakeholders to modify the employees' behaviour in a way to get desired outcomes.

7.2.1.3   Role of Annual Performance Management Cycle

A participant emphasised the importance of annual meetings in providing a forum for reflection on the partnership as a whole and non-operational talks. They said, "It's good when the manager and the employee at least once a year, or, with us it's two times because we also have an interim meeting in the middle of the year, sit down and speak about non-operational topics and can simply take a step back and discuss the overall situation of cooperation" (interview JARE). An interviewee emphasised the importance of yearly meetings as a forum for reflecting on the partnership as a whole and engaging in non-operational conversations. "It's good when the manager and the employee sit down at least once a year, or, with us, twice because we also have an interim meeting in the middle of the year, and speak about non-operational topics and can simply take a step back and discuss the overall situation of cooperation," the participant stated (interview JARE). This insight emphasises how yearly meetings provide a forum for significant dialogues that go beyond day-to-day activities. These sessions allow for a thorough evaluation of an employee's performance, career advancement, and engagement with management and the team.

The participant spoke up and said, "Here at the end of the employee meeting we have yearly goals. We in payroll have a few of those yearly goals, on my level" (interview MAJA). According to this remark, managers and staff talk about and set clear goals to be accomplished during the year during annual meetings. These objectives serve as a foundation for performance management and a point of comparison for assessing a worker's development and output. Employees can focus on areas that advance their professional development and overall performance by creating clear targets that allow them to coordinate their efforts with organisational priorities.

When the data is compared, a similar thread emerges in the acknowledgement of yearly meetings as a critical component of performance management. JARE's viewpoint emphasises the need to take a step back for in-depth talks, whilst DARO and MAJA's perspectives go into the mechanics of the performance management cycle, goal formulation, and their influence on employee development. These perspectives emphasise the importance of annual meetings and performance management cycles for evaluating, growing, and aligning activities within the organisational environment. However, it is vital to stress that these findings are only based on the organisational setting of the interviews and should be interpreted within those parameters.

7.2.1.4   Positive Impact of Annual Performance Cycle

One of the recruited participants from the participating company states "One time per year I have an appraisal meeting with my manager" (interviewee ALGA).

According to the responses of the participants, yearly meetings improve performance management. "That's also what the form is made for, and I think that's well-engineered and good as it is," the first participant said of the meeting form's objective and structure. As a result, it allows both the management and the employee to sit back and discuss the big picture outside of the operational, troublesome, or task-charged atmosphere. That makes perfect sense" (interview ESAM). The quote highlights the fact that annual meetings offer both managers and employees a structured framework for engaging in a thorough discussion that goes beyond day-to-day tasks. It enables them to take stock of their overall collaboration, broaden their perspective, and talk about issues more comprehensively. Another participant stated "It has a feedback function. It's not only a one-way discussion, but there is also a feedback function, so they realize if something is not right" (interview PANA). According to this response, annual meetings enable a two-way flow of feedback between managers and employees.

According to the data collected by the participants, yearly evaluation sessions help with performance management by offering a formal framework for in-depth talks that go beyond everyday responsibilities. Participants like ESAM and PANA emphasise how well annual meetings promote an in-depth conversation that extends beyond operational concerns. This data fills a gap in the research by highlighting the importance of yearly meetings in promoting comprehensive conversations, extending viewpoints, and establishing a feedback loop (Rodriguez & Smith, 2018; Azzopardi & Nash, 2014). By providing useful insights on the advantages of regular, organised performance talks, the contribution deepens our understanding of how these gatherings support efficient performance management in businesses.

7.2.1.5   Negative Impact of Annual Performance Management Cycle

However, due to the autocratic management style for the goals developed for the annual performance appraisal, one of the recruited participants responded, "I am feeling that the current annual performance management system of our company is not appreciated enough" (interviewee ESAM). Hence, it has been assessed that the annual performance management will be effective and committed when the organisation offers employees an opportunity to participate in goal setting. A participant mentioned, "The managers anyway are not brave enough to evaluate the employees because they don't want to make them small or insult them, so they prefer to give a good evaluation so that he also stands well" (interview ALCA).

The remark from the participant emphasises a possible drawback of annual evaluations in performance management. According to the data from the participants, some managers can be reluctant to offer candid assessments out of concern that doing so might make workers feel unimportant or insulted. To preserve a favourable relationship or image with their staff, they choose positive ratings instead. Employees lose out on crucial input that can help them find areas for improvement and professional advancement when bosses withhold honest evaluations. Individuals need constructive criticism to recognise their strengths and limitations and take the necessary actions to improve their performance.

7.2.2   Category 4: Critical Perception of Performance Management

The researcher used thematic analysis to find and develop the subject of critical perception of performance management in the aforementioned study on the perception of the shift from a continuous feedback culture to performance appraisals. The discovery and examination of many codes resulting from the interviews led to the development of this theme. The phrase "annual repetitive cycle" denotes that participants believed the performance management process to be a yearly cycle that repeats itself. This code suggests that participants found the quality of performance reviews to be a noteworthy feature, which may have contributed to a feeling of monotony or predictability. The keyword "formal" emphasises how participants view performance management as a regimented and official process. This score suggests that participants believed the performance management system to include set procedures, paperwork, and formal evaluations, reinforcing a strict and formal perspective.

The use of the code "hierarchical" indicates that participants understand that performance management is a hierarchical process. According to this code, participants believed that the procedure reflected authority and power relationships within the organisational structure, with

managers having the upper hand when it came to rating staff. The code "traditional" denotes that participants connected performance management with established, long-standing conventional practices. This code shows that rather than embracing more modern or innovative ideas, performance management is seen as being based on conventional and established approaches. The fact that the code is "mandatory" signifies that participants understand that performance management is required. This code implies that participants perceived the procedure as a mandate placed on them by the organisation, which may have contributed to their opinion of it as a necessary but taxing activity.

The use of the code "competitive" suggests that participants thought performance management encouraged a competitive atmosphere. This code implies that participants were aware of how much emphasis was placed on individual achievement, which could result in employee comparisons and competition that may not always be in line with a collaborative work environment. The code "unfairness" indicates that participants believed that there were aspects of bias or unfairness in performance management. The researcher discovered these codes using thematic analysis and combined them to create the subject of a critical view of performance management. These codes show that participants have negative impressions of several elements of performance management, including its formal structure, hierarchical dynamics, traditional approach, mandated obligation, competitive environment, unfairness, and burdensome nature. The theme clarifies the participants' opposing points of view and offers insightful information on the areas that still need to be improved to increase the efficacy and acceptance of performance management procedures inside organisations.

Organisations can endeavour to develop a more positive and supportive performance management culture that is in line with the changing requirements and expectations of employees by addressing the issues raised by these codes. The identified theme of critical perception of performance management draws attention to areas where organisations can strengthen their performance management practises to increase their efficacy and acceptance. By addressing issues with the highlighted codes, organisations can establish a performance management culture that is more supportive and accommodating and matches the changing requirements and expectations of employees, thereby encouraging employee development and organisational success. The below table shows the theoretical category 4, as well as a description of the category and an example code with a reference to the data.

Category description	Primary Code
Critical perception of performance management	**Annual repetitive cycle**
	Formal
	Hierarchical
	Traditional
	Mandatory
	Competitive
	Unfairness
	Burden

Table 5: Generation of Theme 2 Category 4

Correspondingly, one of the interviewees stated regarding the annual performance management "What I don't know is how big the overall effort is to conduct the performance management process. I would assume one manager per employee. So, in the preparation and execution" (interviewee ALCA). Therefore, organisations have updated their mechanism for performance evaluation, rather they conduct annual reviews based on feedback.

The view is that traditional performance management systems cause problems for organisations to appear to be legitimate (Mone, & London,2018). One of the interviewees responded, "You need to show the management clearly and explain until they understand what it is for and what they should expect from it" (interview DARO).

One of the responses from the interviews conducted said: "I find it good. The employee should achieve the goals anyway, or to his best capabilities, and not just because he receives a financial reward but also because it's part of his job here" (interview ERJA). Thus, employees of the selected organisation believe that these financial rewards may raise their job satisfaction, and self-motivation and enhance productivity. Another interview response advocated that "employees like to know where they stand, what they do well, what not. I think it is human to want feedback. Some managers have difficulties with giving feedback, this way they are forced to give feedback", (interview MAHA). Overall, it is concluded that performance management is critical when it comes to providing feedback.

One of the interviewees responded, "The happy ones are that the employees are pushed more toward their potential and towards culture, the active ones like that very much" (interview SURO). Hence, the organisational values must be beneficial as individuals share the same values in assisting and defining the organisation's culture.

One of the participants mentioned "We are on the classical track with yearly goals and quarterly monitoring of financial goals. So, the evaluation does fit into the general rhythm of the company. If we would set the company goals rolling, then we would have to adjust the individual goals as well. That is indeed related to each other" (interview ALCA). The comment from the first participant emphasises how organisational traditions and beliefs affect how performance management is seen. They refer to being on the "classical track," which denotes adherence to conventional methods of yearly goal-setting and quarterly financial goal monitoring. They see the evaluation procedure as blending into the business's overall rhythm, indicating that the organisation places high importance on consistency, predictability, and goal alignment on both the individual and corporate levels.

According to the response of another participant, 'That HR in the performance management process, generally I mean, not the HR in my company, is too static, too stuck and considers too few recent developments. Like, employees stay less long in a company, employees value work-life balance more, and young employees take sabbaticals or work part-time because work is not so important anymore. And that again is the basis for me to foster personnel leadership, commitment and the, how to say, the harmony between manager and employee, which in return creates value for the company" (interview MAJA). Contrary to the first participant, the second participant expresses criticism of HR's general role in the performance management process, claiming that it is too static and neglects to take into account recent changes in the workplace. They make particular note of trends like shorter employee tenures, a greater emphasis on work-life balance, and the popularity of flexible work schedules. This participant thinks that performance management should change to reflect these shifting dynamics and go beyond monetary objectives. They provide a strong emphasis on developing employee leadership, dedication, and harmony, demonstrating a value for worker well-being and engagement.

The conflict between these two viewpoints illustrates how organisational traditions and beliefs affect how performance management is seen. The first participant exhibits a propensity for stability and a focus on measurable results and financial performance. They value the established rhythm and alignment of goals. The second participant, on the other hand, advocates for a more flexible and responsive strategy, emphasising the need to take into account evolving employee expectations as well as more comprehensive aspects of employee well-being.

7.2.2.2 Impact of Hierarchical aspect on Perception of Performance Management

A participant mentioned "Our department is divided into six groups, which all have a manager, employees, and temporary staff. And everyone in this group has a yearly discussion with the group leader" (interview MAKE). Participant emphasises their department's hierarchical structure. Annual meetings between members and their separate group leaders take place, and each group has a manager, employees, and temporary personnel. This hierarchical structure alludes to a conventional method of performance management, wherein goal-setting and feedback are generally conducted inside certain reporting relationships. In another interview the subject replied "I think that is a bit the direction of the future, that the whole hierarchy becomes a bit flattened. It's certainly good at the moment but additionally maybe a bit more flexible" (interview DARO). Another participant, on the other hand, presents a viewpoint that reflects a wish for a future with a more flattened hierarchy. Although they admit that the current hierarchical structure is effective, they advocate for more flexibility. This point of view reflects an increasing tendency in organisations towards flattening their organisational hierarchies to foster decision-making that is flexible, empowered, and collaborative.

The data indicates differing viewpoints on organisational hierarchy in performance management. By filling up the gap in the literature and demonstrating the changing organisational patterns in performance management structures, this data helps. Although traditional hierarchies work well, the participant's request for flexibility speaks to the modern need for decision-making procedures that are more flexible and empowered (González Rey & Mitjáns Martínez, 2019). This helps to clarify the complex relationship that dynamically exists between organisational structure and performance management in changing work environments.

7.2.2.3 Competitive Perception of Performance Management

A participant said, "This way we have conflicting individual goals that are directly connected to the money we have in our own pockets. In this regard, the change was successful because we don't have that anymore. This rivalry is based on achieving one's objectives for the bonus. So now it is more about what is the goal as a company and how can we all together work for the bonus." (interview JARE). Similarly, another participant states "I also think it's a release to not have to give points anymore because the employees measure themselves with each other" (interview ERJA). The responses of these participants shed light on how performance management is viewed competitively.

According to Participant 1, the old approach, which linked employees' ambitions to their financial incentives, bred competition and opposing agendas among them. The emphasis was on accomplishing personal objectives for personal gain, which would have resulted in a competitive and individualistic workplace culture. However, the participant noticed a shift towards a more communal perspective with the change in the performance management technique. The current focus is on coordinating individual ambitions with corporate goals and encouraging teamwork to strive for common benefits. This viewpoint is supported by Participant 2 who claims that the removal of points from the evaluation procedure allows employees to compare themselves to one another. This suggests that the old approach promoted a competitive environment where workers were compared and ranked against one another based on performance evaluations. This competitive aspect's removal is viewed as a good release, indicating a desire for a more supportive and collaborative work environment.

These responses show how detrimental a competitive view of performance management is. A highly competitive workplace can foster competition, individualism, and a focus on self-interest, which can be detrimental to teamwork, collaboration, and the success of the organisation as a whole. Organisations can establish a setting that promotes collaboration, shared success, and a group effort to achieve organisational goals by changing the emphasis to collective goals and fostering a supportive work culture.

7.3 Theme 3: Execution of Performance Management

The following tables show the theoretical categories within theme 3, as well as a description of the category and an example code with a reference to the data.

7.3.1 Category 5: Dialog between Employee and Manager

Through thematic analysis of the research data, the theme of "Dialogue between Employee and Manager" was revealed. In the connection between employees and managers, this subject incorporates the significance of efficient communication, direct feedback, open and personal interaction, support, flexibility, and appreciation of individuality. The researcher discovered patterns and linkages that resulted in the establishment of this overarching theme through a comprehensive investigation of the codes "Communication," "Open/Free," "Personal," "Direct," "Feedback," "Support," "Flexibility," and "Individuality."

The value of an open line of communication between employees and supervisors is denoted by the code "Communication". Understanding, teamwork, and goal alignment are made possible by effective communication channels and procedures. The phrase "Open/Free" emphasises how crucial it is to foster an atmosphere in which people can voice their opinions without worrying about being judged or punished. This openness facilitates a healthy interchange of viewpoints, trust, and transparency. The word "Feedback" stands for the value of two-way feedback mechanisms, in which staff members can offer feedback on their supervisors' constructive criticism as well as on their own experiences and viewpoints. This encourages a culture of ongoing learning, growth, and development. The value of individualised relationships between employees and management is highlighted by the code "Personal". Recognising each person's uniqueness and showing genuine concern for their well-being and professional development strengthens bonds and raises employee engagement. The "Direct" guideline emphasises the need for managers to give employees honest feedback promptly. Clarity is enhanced by direct feedback, which also permits course correction and encourages ongoing development. The word "Support" emphasises how important it is for managers to give their staff the tools, direction, and support they need. Employees who work for supportive supervisors are emboldened to take risks, learn from their errors, and advance both personally and professionally. The researcher discovered a consistent theme of successful communication, direct feedback, open and personal engagement, support, flexibility, individuality, and relevance in the conversations between workers and managers by examining these codes. These components are crucial for creating an environment that is both positive and productive, increasing employee engagement and happiness, and ultimately boosting organisational performance. The below table shows the theoretical category 5, as well as a description of the category and an example code with a reference to the data.

Category description	Primary Code
Dialogue between employee and manager	**Communication**
	Open/Free
	Personal
	Direct
	Feedback
	Support
	Flexibility
	Individuality
	Relevant

Table 6: Generation of Theme 3 Category 5

The research investigates the critical function of communication between employees and managers within the context of performance management. During interviews, individuals shared insights that emphasised the importance of good communication. "Performance management meetings are formal and complicated," one attendee observed. "I believe managers want more open conversation and less formality" (interview ANMA). This view is consistent with research demonstrating the necessity of open communication between employees and superiors for organisational performance.

However, communication difficulties were clear. "Limited meetings and feedback on performance is a major barrier that leads to limited interaction with my manager," said one respondent (interview DARO). This lack of clear and honest engagement may lead to misconceptions and impede performance objectives. As a solution, collaborative communication arose. According to one participant, "collaborative communication is important for a seamless experience of employees to achieve targets" (interview SURO). It was recognised, however, that total adoption of collaborative communication tactics may vary between organisations. In another interview a participant stated, "HR and managers must effectively communicate performance management strategies to employees." However, this is not the case at our firm because the plans are poorly conveyed. This influences how performance management is implemented. I know other firms where the plans are usually adequately stated. Perhaps that's lacking here" (interview JARE). The interviews highlight the importance of communication in improving engagement, satisfaction, and overall performance management effectiveness.

7.3.1.1 *Impact of Open, Free and Direct Communication on the Employees' Performance*

In the interview one participant mentioned "From my perspective, as it is today, it's good. You can speak about anything during these meetings, and I have the impression that it is received well by my manager. He listens to everything and notes it down" (interview ERJA). This participant said that they are free to discuss anything at these meetings, and their manager pays close attention and takes notes. This implies that the participant feels appreciated and heard, which fosters a feeling of psychological safety and the desire to express their thoughts, worries, and suggestions sincerely. This open and unrestricted communication enables managers to better handle the demands of employees and provides for a more thorough grasp of their perspectives.

Similar thoughts were expressed by another participant, who said they thought their coworkers similarly had excellent interactions with management. The participant emphasised the capacity to be free of all concerns and engage in fruitful conversations. This emphasises the significance of developing a friendly environment where staff members feel at ease talking about a range of

subjects, including problems, advancements, and personal worries. These open lines of communication encourage cooperation, engagement, and trust between management and staff. He said "I think, from what I hear from my colleagues, that they have the same experience as me. That they can free themselves from all issues and have a good conversation with the manager. I think. (interview JARE)".

One participant cited the assessment meeting as a chance to discuss issues, make suggestions for improvement, and speak with their boss. This suggests that staff members view these gatherings as a forum for sharing ideas, looking for solutions, and contributing to the expansion and development of the company. The participant mentioned "I only have the appraisal meeting, through which I can - I don't want to say frustration - but can complain, or suggest improvements, or just talk to my manager about everything" (interview MAJA). Employees of the selected organisation said that they feel empowered to actively participate in influencing their work environment and raising their performance when a specific space for open communication is provided. The replies from the participants highlight the benefit of free, direct, and open communication on workers' performance.

Another participant responds "You do not have to wait for a year or so. If there are problems, you can always go to the manager" (interview ALGA). ALGA further states "If I talk to my colleagues, the process is perceived relatively well. Because there is usually a lot that happens within a year to be discussed. If something is bothering them, they can raise that during the conversation".

7.3.1.2 Role of Feedback and Support from Managers in the Execution of Performance Management

Interviewee BRZA said "You know, employees have a right to a conversation, to feedback. That is being understood. Employees also have a right to appreciation and a right to have a manager who gives feedback and lets them know where they stand" (interview BRZA). Participant BRZA emphasises that workers have a right to communicate and receive criticism. This demonstrates the value of constant communication between managers and staff members to keep them updated on their performance and offer the support they require. They also stress the value of appreciation, saying that feedback should also acknowledge the efforts and accomplishments of employees. Interviewee BRZA adds that feedback should take place frequently, even daily, and not only at annual reviews. This emphasises the significance of ongoing feedback as a manager's duty and stresses that feedback shouldn't just rely on formalised procedures.

JARE, the interview appreciates the value of supervisors' input in helping people understand their performance and where they stand. They do point out that feedback's influence on bonuses has decreased. This suggests that while feedback is still crucial for understanding and improving performance, its direct connection to monetary rewards may no longer be as strong in their context. JARE mentions "The feedback from the supervisor is always important, that you know where you stand. Whether that has monetary effects is a different question. Here, for the employees who receive a bonus, it's not so important anymore, the performance I mean. If you perform only mediocre, that does not have this kind of effect on the bonus anymore" (interview JARE).

The responses show how important manager help and feedback are in carrying out performance management. Employees who receive regular, constructive feedback are better able to comprehend their performance, make changes, and feel appreciated. Although it may not always have a clear financial impact, feedback's role in directing and motivating staff is nonetheless crucial for efficient performance management. This aspect was also raised in an interview it was stated that "Constructive feedback by my manager enables the personal and professional development" (interview ARGA). One of the study participants stated in the interview that "management must focus on the contribution of each employee and combining the aspect of support and feedback in the performance management can be critical for successful execution of it" (interview ESAM).

7.3.1.3   *Role of Flexibility and Individuality in the Execution of Performance Management*

As evidenced by a participant's response, "if I have more and more home office, less time at the desk, and become more flexible regarding space and time, then it makes total sense to account for how my employees work with a standardised performance process, and I can also account for my work to my manager" (interview MAHA). This participant's viewpoint highlights the rising acceptability of changing the working environment to improve individual performance. Another participant agreed, saying, "I mean a world with fast changes, many insecurities, a high demand for flexibility, also internally, the ability to adjust to the market but also as employees" (interview ALCA). A participant, too, emphasised the shifting landscape: "There are new leadership guidelines, new leadership courses, and new leadership culture." Because you no longer have a permanent workplace or area, the entire process will undergo a full transformation. And I believe there is also an opportunity to get them on board to better coordinate and collaborate with HR" (interview ESAM).

The findings of the qualitative study highlight the significance of flexibility and uniqueness in the context of performance management. Furthermore, another participant's reaction demonstrates the agreement between the qualitative study's findings and current literature: "In my meetings with my employees, it always just happened, and I allowed and supported it. Because I see that as a positive aspect of the entire process" (interview ANMA). This is consistent with the notion that flexibility and individualised methods play a vital role in successful performance management implementation.

7.3.2   Category 6: Company Culture

The researcher's examination of the participants' replies focused on the codes "change" and "culture," which finally inspired the creation of the topic "Company Culture." The researcher carefully examined the data and found patterns and recurrent themes that shed light on the participants' perspectives of the shift from a culture of performance reviews to one of constant feedback. The code "change" denotes that the participants were aware of a change in performance management procedures taking place inside their organisations.

This code denotes a deliberate attempt to switch from traditional performance reviews to a more dynamic and ongoing feedback process. The researcher most certainly heard several statements of adjustments to performance management techniques, procedures, and attitudes. The code "culture" on the other hand signifies that the participants understood the significance of the entire corporate culture in allowing the shift towards a continuous feedback culture. This rating implies that the participants understood how closely tied performance management procedures are to the overall organisational culture and values. Discussions and thoughts about the current culture, its effects on performance management, and the need for a cultural change to enable a more feedback-oriented approach were probably noted by the researcher.

The researcher found a similar theme in the participants' replies to the questions on "change" and "culture" that underlined the importance of corporate culture in advancing the transition to continuous feedback. The participants' comments probably made mention of the necessity of cultural buy-in, the importance of leadership in establishing a feedback culture, and the alignment of organisational values with feedback practises.

The researcher would have looked into the relationships between the codes "change" and "culture" throughout the thematic analysis process to find overarching themes and patterns. The

development of the "Company Culture" topic indicates that the opinions of the participants converged on the understanding of the critical role that organisational culture plays in enabling and sustaining a continuous feedback culture. The researcher probably went through the pertinent data extracts, contrasting and comparing what the participants had to say about "change" and "culture." To find broad patterns and themes, this iterative procedure entailed carefully examining the subtleties and underlying meanings within the replies. The researcher was able to identify the similarities and differences in the data through this methodical examination, which allowed for the identification of the theme "Company Culture" as a key component of the data.

Category description	Primary Code
Culture	Company culture

Table 7: Generation of Theme 3 Category 6

Participant 1 mentioned, "I can say, I have 10 years now, in these 10 years in the company, it stayed more or less the same" (interview ALCA). This claim suggests a sense of continuity and stability in the organization's performance management strategy across time. According to the participant's comment, there may not have been many updates or adjustments to the performance management procedures during their employment. This viewpoint emphasises the idea that the organization's culture may have caused performance management methods to stay stagnant or mostly unaltered. Participant 2's answer, on the other hand, reflects cultural resistance to change in the context of integrating new technology (SAP's switch from R3 to S4 and the integration of SuccessFactors). The participant stated, "Yes, of course, we follow the SAP strategy, but the problem is that SAP is changing at the moment from R3... And SAP tried to take everything to the cloud with the acquired SuccessFactors. Which is of course not taken very well in the German-Swiss environment because... In German-speaking Europe, HR data is preferred to keep by oneself, on-premise so to say" (interview ALGA). This answer emphasises several linked factors.

First of all, it illustrates how organisational culture and geographical preferences affect how change is received. The participant makes the observation that the German-Swiss context favours maintaining HR data on-premise as opposed to in the cloud, which poses a problem for SAP's transformation efforts. This exemplifies how cultural norms and preferences affect how new technology and performance management strategies are adopted. Participant 2's response further highlights how technology and performance management procedures are related. Performance management has changed significantly as a result of Success Factors integration and the move of

HR functions to the cloud. The participant's comment suggests that owing to cultural considerations and the tendency to keep HR data on the premises, this move would not be well-received.

7.3.3 Category 7: Reward

The researcher's idea about "Rewards and Performance Management" came from the codes "financial incentive" and "financial reward." These recurrent codes were discovered through theme analysis to be important indications of the connection between incentives and performance management. Let's investigate how these codes were used by the researcher to arrive at this subject. The term "financial incentive" refers to the practice of rewarding employees financially for good work. According to this rule, the company should use financial incentives to encourage and recognise employees' accomplishments. The usage of financial incentives during performance management procedures was likely addressed by participants several times during the investigation. The term "financial reward" denotes the monetary rewards that employees can see and touch as a result of their work. The relationship between performance results and the related cash awards offered by the organisation is emphasised by this code. The relevance and effects of financial rewards on employees' motivation and performance may have been discussed, as well as participants' expectations, personal experiences, and opinions in this respect. The researcher was able to decipher these codes in the replies of the participants and find the repeating topic of incentives and their connection to performance management. The subject draws attention to the important part that monetary incentives and rewards play in promoting employee engagement and performance.

The researcher investigated the numerous facets of this subject through additional investigation. This involved analysing the effectiveness of financial incentives in motivating performance, looking at the various kinds of financial rewards on offer, and assessing how employees perceive and experience the relationship between rewards and performance. The participant's narratives may have revealed trends and similarities that the researcher used to make inferences regarding the effect of incentives on performance management. They may have taken into account elements like reward system design and execution, award alignment with organisational goals, and reward transparency and fairness. In addition, the researcher may have looked at the potential drawbacks or difficulties of using only monetary incentives as a motivator. This can entail taking into account different types of incentives, non-cash prizes, or the requirement for a balanced strategy that incorporates both intrinsic and extrinsic motivators. The researcher was effective in creating a thematic understanding of rewards and their relationship to performance management by evaluating the recurrent codes of "financial incentive" and "financial reward"

within the participants' replies. This subject offers insightful information on the organization's incentive policies, how they affect employee engagement and productivity, and where rewards and performance management procedures may be strengthened. The below table shows the theoretical category 7, as well as a description of the category and an example code with a reference to the data.

Category description	Primary Code
Reward	Reward

Table 8: Generation of Theme 3 Category 7

The qualitative findings of the study are consistent with the viewpoints of participants, indicating both good and negative elements of cash rewards in the context of performance management. One participant stated, "It was the case that the bonus was paid according to the own performance" (interview ARGA), emphasising the clear relationship between cash rewards and individual performance evaluation. Another participant stated that "a performance-based rewards policy is the most effective approach to achieving desired outcomes in terms of increased employee productivity and improved organisational performance" (interview ERJA), emphasising the effectiveness of financial incentives based on performance. Similarly, one participant stated, "When there is a monetary incentive, one is probably a little more motivated." "I think it depends on the job," says interviewee ERJA, recognising the motivating effect of financial rewards on employee performance. Another participant's reaction echoed this idea, noting, "The motivation for employees should not be monetary incentive, but responsibility." Other themes inspire you to work hard. Team spirit, the ability to contribute, the ability to make a difference, the possibility of promotion, which is less likely in our small team, but it should not be the money incentive that motivates you to perform well" (interview JARE). This viewpoint represents the concept that, while financial incentives can motivate employees, other aspects like accountability and team spirit are also important.

However, possible disadvantages of financial benefits were also mentioned. "Of course, it has disadvantages," one participant said, "but at the end of the day, as a manager, I have to divide anyway, which at the moment is more of a gut feeling without a tool." So, in my opinion, that was a bad judgement" (interview MAHA), highlighting the difficulties managers confront when dispersing cash awards. Another member expressed worry about the short-term impact of financial incentives, stating, "The major disadvantage of financial incentives while executing performance management is their short-term impacts... these incentives are frequently inconsistent."

7.3.4 Category 8: Process Improvement

The research's "Process Improvement and Performance Management" topic was formed from the codes "Training," "Support," "Modernization," and "Simplification." These codes were recognised by the researcher through theme analysis as important indications of the connection between process improvement projects and performance management techniques. The research's "Process Improvement and Performance Management" topic was formed from the codes "Training," "Support," "Modernization," and "Simplification." These codes were recognised by the researcher through theme analysis as important indications of the connection between process improvement projects and performance management techniques.

The word "Training" in the organization's code denotes a focus on offering staff training opportunities to advance their knowledge and abilities. This score denotes the significance of training initiatives in raising. The "Support" code denotes giving workers resources, advice, and support so they may complete their jobs successfully. This code may indicate that the company understands the value of assisting employees in their day-to-day jobs. Participants may have discussed how having assistance from managers, coworkers, or the organisation as a whole affected their productivity and performance. The adoption of contemporary and current procedures, devices, or procedures is denoted by the designation "Modernization" inside the organisation. This code emphasises the company's dedication to accepting change and keeping up with technological improvements. The adoption of fresh procedures, software, or technologies to enhance performance management and simplify operations may have been noted by participants. The word "Simplification" signifies that the organisation is attempting to streamline and simplify its operations. The emphasis on removing pointless complications and inefficiencies to improve productivity and efficiency is implied by this code. Participants could have talked about projects or tactics meant to make work procedures simpler and how they improved their performance.

The researcher noticed the recurrent subject of process improvement and its link to performance management by recognising these codes in the participants' replies. The theme highlights the company's dedication to raising performance through support, support services, modernisation, and process simplification. The below table shows the theoretical category 8, as well as a description of the category and an example code with a reference to the data.

The specific process improvement programmes that the organisation has put in place were probably examined in further detail by the researcher as they relate to this issue. The efficiency

of training programmes, the type and degree of employee assistance, the influence of modernization efforts on performance management, and the results of process simplification projects might all be investigated. The researcher may also have looked at the participants' perceptions of the advantages and difficulties of process improvement. This can entail obtaining information on how these initiatives have affected worker satisfaction, productivity, and overall performance. The researcher may have additionally looked at how the staff members felt about the organization's commitment to continuous improvement and how process improvement techniques were included in the framework for performance management. The researcher was effective in developing a conceptual knowledge of process improvement and its connection to performance management by examining the recurrent codes of "Training," "Support," "Modernization," and "Simplification." This subject offers insightful information about the organization's attempts to improve performance through focused interventions, simplified procedures, and a positive workplace culture. Additionally, it emphasises how continual training, modernization, and simplicity contribute to the success of employees and the optimisation of performance management procedures.

Category description	Primary Code
Process improvement	Training
	Support
	Modernization
	Simplification

Table 9: Generation of Theme 3 Category 8

The improvement process is required to make appropriate adjustments in the performance management system in response to internal and external factors. The qualitative findings of the study also support the notion that organisations adjust their performance management system over time to satisfy the expectations of both employees and stakeholders. "Our organization's performance management system changed last year," one participant answered (interview PANA).

The findings suggest that organisations must embrace change to secure development and sustainability in today's modernised environment. "There are new leadership guidelines, new leadership courses, and a new leadership culture," said another attendee. Because you no longer have a permanent workplace or area, the entire process will undergo a full transformation. And I

believe there is also an opportunity to get them on board to better coordinate and collaborate with HR" (interview ESAM).

The author went on to say that there is a need to be more sophisticated to satisfy shifting market demands, which have a substantial influence on overall corporate operations.

7.3.4.1 Impact of Training in the Execution of Performance Management

Employees in the selected organisation, without question, desire training and coaching to further their careers, as suggested by the participants. One of the interviewees stated, "I think training is a keyword that hits everywhere" (interview ESAM), emphasising the importance of training in performance management implementation. This participant's statement emphasises the impact of training on performance management. When they remark that "due to the continuity, the process is well understood," they indicate that training is necessary to ensure that staff members have a complete understanding of the performance management process. Employees gain the information and skills they need to operate the performance management system effectively during training. By giving training, the organisation guarantees that managers have the skills and competence required to conduct performance reviews, provide feedback, and support their workers in achieving their goals. The inclusion of "classroom training" by the participant implies that the organisation takes a systematic approach to training, allowing managers to learn about and interact with performance management ideas and practices in a formal setting.

Furthermore, it has been noticed during interviews that workers who did not receive the necessary performance management training are unable to define the company's performance requirements to be awarded. "Some people still experience handling the tool as being too complicated," one participant answers. "As a result, I went to management today with a request to evaluate and streamline the procedure" (interview BRZA). This participant's reaction echoes the notion that insufficient training can lead to difficulties in understanding and successfully using the performance management system.

7.3.4.2 Impact of Support in the Execution of Performance Management

According to the firm's Head of Personnel and Organisational Development, "the Department of Personnel and Organisational Development is about the development of employees so that they stay productive in the company and for external comparison." We attempt to establish and

promote standards in HR through seminars, additional education, coaching, and standards" (interview ALCA). In line with this, one of the participants says, "special support for other teams or other special tasks that are performed in addition to the job description. So, they fill out the form in the last few months of the year" (interview ALCA). This highlights the value of assistance, as expressed by both the Head of Personnel and Organisational Development.

7.3.4.3   Impact of Modernisation on the Execution of Performance Management

A participant said "Of course, we are always looking for new ways and wants to be a great HR department and be modern. But I would say that the employee appraisal meetings will be maintained" (interview DARO). The participant's comment emphasises the influence of modernization on the way performance management is carried out. The participant agrees that the HR department is always looking for novel approaches and aspires to be a contemporary HR department. This shows that the company is aware of the necessity to modify and improve its performance management procedures to keep up with modernization and technological advancements. The participant emphasises further that they think staff appraisal meetings will continue despite efforts to modernise. This implies that even if the company may investigate novel ideas and technological advancements to improve performance management, they still recognise the need for direct communication and in-person talks between managers and staff members during assessment sessions.

The data points to a complex understanding of how modernization fits into performance management. According to the data, some participants reaffirmed the continued significance of employee assessment sessions and emphasised the company's proactive attitude to searching out contemporary HR practices. By addressing the possible conflict between modernization initiatives and customary, in-person performance talks, this insight closes a gap in the literature. The participant's comment offers a practical understanding of how organisations navigate this balance, highlighting the ongoing significance of direct communication and face-to-face interactions in the context of evolving performance management practices.

7.3.4.4   Impact of Simplification in the Execution of Performance Management

The replies of participants give information on their perceptions of the company's performance management system. One participant, MAHA, observed, "In my opinion, the performance management system of our company, I mean the overall strategies, are difficult to identify" (interview MAHA), while another, MAJA, agreed, "It is a complicated process" (interview MAJA). These straight statements illustrate a common perspective of system complexity.

Similarly, participant PANA emphasised the precise aspect of the procedure, saying, "As complicated, as time-consuming." "As thorough as possible. I don't believe we distinguish there. It's just complicated and time-consuming" (interview PANA), emphasising the apparent complexity. In contrast, interviewee JARE emphasised the need for a more simplified performance evaluation procedure, saying, "I think the process of employee performance evaluation must be developed more simply now" (interview JARE). These straight replies highlight the complexity problem in implementing the performance management system. Participants indicate that a simplified approach would increase comprehension and alignment, and simplification emerges as a constant topic for development.

8 Discussion and Contributions of Findings

The following chapter discusses the finding from the study described in detail in the previous chapter in combination with revisiting the relevant literature. This chapter concludes by outlining its contribution to knowledge.

8.1 Objective of Performance Management

Performance management plays a critical part in the success of the organisation as stated in the interviews (DeNisi & Murphy, 2017). This aspect is also extracted from the research study conducted by Murphy, (2020), investigating the performance management impact on employees. The outcome of the study highlighted that performance management offers the organisation a way through which they can increase the productivity and engagement of the employees within the firm. However, financial increments are not the only way to motivate and engage employees. DARO identified numerous driving aspects for good job performance in the participant's response, such as developing team spirit, active engagement, making a significant influence, and the chance for career progression. The study's aims highlight the importance of performance management in motivating employees. This is consistent with results indicating high levels of motivation and engagement favourably increase staff retention rates (Murphy et al., 2020). In summary, our participant emphasised how a combination of intrinsic and extrinsic incentives, together with efficient performance management, contributes to both individual work satisfaction and overall organisational success.

Motivated employees are the key to an organisation becoming successful. Motivation is associated with a high level of commitment and energy that a firm's employees bring to their role each day. Reduced level of motivation among the employees of the organisation has resulted in lower organisational productivity along with a decreased level of output (Contan & Serban, 2015). This all leads to the organisation not meeting its goals and objectives. Performance management is set up by the employee. It explains the goals. Based on these goals results and outcomes are predicted and discussed once achieved. As suggested by the literature analysed above, and our findings HR processes must emphasize the personnel guiding principles and ethical principles. These include equality and respect. These aspects play a major role in motivating the employees to perform better. When employees observe that they are being treated equally and justly (Danish et al., 2015) this inspires them to perform better to achieve appreciation and incentives.

Motivation comes in different forms. However, based on literature and findings, it is considered that inspiration is a major player in motivating employees. Inspiration also comes in different forms. One form can be direct communication with the manager which helps inspire the employees to work better and achieve their appreciation (Abbas & Eltweri, 2021). However, being appreciated in front of employees is a booster for better performance.

The second form of motivation can be an employee being appreciated by the high authorities surfacing a motivation for other employees to do better.

The third form of motivation can be sitting with the manager once a year or twice a year and discussing the different topics. While completion of project with a success is also considered to be a form of inspiration and motivates the employees for better performance.

Inspiration for motivation does not require any evaluation. Incentives and bonuses, however, require evaluation of the work (Thokozani & Maseko, 2017). Thus, it is suggested that it might fail to motivate some employees as they need to work more aggressively to compete with other employees (interview ARGA). Working in teams also inspires better performance. A team with different individuals helps in increasing knowledge and skills, according to different studies in the literature. This is suggested to inspire motivation for employees to perform better.

Motivation falls into two types of categories: one is intrinsic, and the other is extrinsic. Inner motivation is critical for any individual to improve their overall performance at every level in both personal and professional aspects of life. In organisations, inner motivations are critical for organisations to retain their employees and motivate them (Da Cruz Carvalho et al., 2020). Through performance management, the findings suggest that employees' inner motivation can be increased. Through enhancing the inner motivation employees' productivity and engagement can be increased. Inner motivation based on these aspects leads to increased organisational productivity in the long run. Through inner motivation, employees try to develop skills and abilities to improve their performance. This makes them work more independently. The organisation can focus on development programs in their performance management strategies through which the employees' inner motivation for better performance can be increased as mentioned in the responses of interview ESAM.

Motivation is also intrinsic. That refers to the willingness of the workers within a firm to challenge themselves and overcome barriers to perform better than others. The inner motivation can be due to multiple reasons. Some of the main reasons include autonomy which can be seen in teamwork when one employee performs better. The inner motivation is to get complete control over the team. Relatedness is also included in the reason that leads to inner-motivation through connecting with others (Brhane & Zewdie, 2018). Connecting with other helps with self-development and also suffers as the cause of motivation. Competence is a factor driving increased inner motivation to be the best and succeed.

It was discussed in the interview conducted that inner motivation to perform better has nothing to do with incentives and bonuses. Personal support, leadership, guidance, training, and new challenges are the core factors that bring the inner motivation to improve the level of performance. Bonus, salary raises, and incentives are no longer a surprise for the employees (Lăzăroiu, 2015). The same bonus for everyone is what demotivates the employees. Notably, the view gathered from our findings aligns with the study conducted by Maduka and Okafor (2014), which suggests that individualized attention contributes to intrinsic motivation beyond monetary incentives. Such inner motivation, as indicated by various sources, can notably enhance employee performance, and even inspire others to excel.

Performance management appraisal is involved with impacting the employees' intrinsic motivation along with performance and engagement level at work. The study by Ali et al. (2012), investigated the employees' performance appraisal effect on the intrinsic motivation of the employees. The study included different workers from different organisations. The outcome of the study highlighted that a positive relationship is present between the inner motivation of employees and performance appraisal. It was highlighted in the study that employees are observed to be performing well when they have the idea that their performance is being measured through performance management.

Along with this, it has been evaluated from multiple past studies that organisations appreciate their employees through rewards. Those organisations are observed to be showing improved performance as compared to other organisations. Financial rewards help in motivating the employees internally. However, simple praise from the high authorities can also have a significant impact on the performance of the employees. Other employees will get inspiration to perform better so they can be appraised in front of other employees (Ali et al., 2012). Moreover, this aspect was also stated by an interview who stated that financial rewards motivate employees. However, that happens once a year. simple appraisal of work and on complete on tasks provides an inner satisfaction that turns into motivation for performing better. Hasanah and Lo, (2020),

investigated the role of employee satisfaction on performance and motivation. The outcome of the research highlighted that satisfaction with work, environment, and management leads to inner motivation. That directly and positively impacts the performance of the employees. It was concluded that motivation, satisfaction, and performance are interdepended on each other.

The development of employees is a hidden aspect that pushes the organisation to a new height of success. Employee development in the organisation helps with maintaining a positive working environment (Dachner et al., 2021). In the interview it was discussed that performance management implementation in the firm is beneficial. It must start from the development programs to see the areas of employees that need attention. By making the employees participate in the development program their skills and abilities can be enhanced. Each employee can learn something new that improves the culture of the firm. As they can be able to support a worker with fewer skills and abilities to meet the challenge and develop the essential skills.

As highlighted in the interview for the development of employees at a personal and professional level it is believed that efficient HR management is required. That is eager to develop its employees as suggested by (interview MAHA). Moreover, the study by Hameed & Waheed, (2019), investigated the importance of employee development for motivation in performance management. The outcome of the study shed light on the point that employee development opportunities play a critical role in preparing the employee for various unforeseen situations and challenges. It was observed that a sense of achievement and pride for observed among the employees that were a part of employee development activities as a part of strategic performance management. A sense of achievement is developed when the employee learns a new skill and ability while at work. It was also observed that organisational culture is involved in employee development. Employee development is considered to be an asset for the firm. Along with this, this is an internal form of asset that has a positive and direct impact on employees' development and performance (Khan et al., 2021).

As highlighted by Dachner et al., (2021), online training sessions and webinars can be adopted by the organisation's HR for employee development. As these are both cost and time-effective to train the workers. Furthermore, through online sessions managers can easily track the progress of employees (Rene et al., 2021). While Westcott & Rosser, (2022), focused on the aspect that coaching and mentorship by the manager is a simple but efficient way of employee development. Through these employees can receive real-time feedback and directions from the manager. While the managers can directly measure the performance of their team, HR can create a formal mentoring program through which coaching can be integrated into the relationship between managers and employees. This will lead to better support within the teams (Boillat & Elizov, 2014). Cross-training and stretch assignments can also be implemented as an opportunity for the employees to grow. Through cross-training, the employees can show various suitable skills that

can be beneficial for different areas of the organisation. The cross-training can be provided through conferences, online training, or shadowing a co-worker for a week. All of these have one goal which is to expand the horizon of employees' skills and abilities. So that they can be fit for every role (Abrams & Berge, 2017).

Employees contribute to the overall success of the organisation due to which they are referred to as an asset of the organisation. Employees play a critical part in achieving the organisation's targeted goals and objectives to gain a reputation and status along with a competitive advantage over the other firms in the market (Gabčanová, 2011). Since employees give their best to achieve the assigned tasks and contribute to the success of the organization. Thus, the organisation needs to recognise their employees. This can be achieved through a company-oriented rewards system (Ria et al., 2019). Company-oriented goal achievement and reward system is part of a performance management system. The reward either in the form of monetary or non-monetary is essential in impacting the performance of employees. The research Hussain et al. (2019), investigated the relationship between rewards on the performance of employees. The findings of the research highlighted those rewards and recognition from employers have a positive impact on the performance of the employees. It was also depicted that the rewards and recognition system within the organisation reduces the stress and negative perception of the firm. It was concluded that organisations' perceived support also helps in motivating and inspiring employees to perform better (Krishnan, J., & Mary, 2012).

Furthermore, the study by Anku et al., (2018), highlighted that a company-oriented reward system is developed by HR to achieve multiple purposes. These include a way to achieve desired results, a source for motivating the employees to perform better, reducing the retention rate, enhancing the employees' commitment towards the firm and a standard for comparing the worth of employees. It was concluded that reward and efforts have a direct relationship with each other in performance management. It was also highlighted in the research by Chitnis et al., (2019), that both monetary and non-monetary rewards have a positive impact on the employees' performance. They have a major role in increasing the inner motivation and inspiration level of workers. The non-monetary rewards that can motivate and inspire to work better include flexible working arrangements, appreciation from the higher management and extra days off from work to balance their personal and professional life. Moreover, training for new skills and autonomy are also included in the list of non-monetary rewards. These are also referred to as intrinsic rewards. As highlighted in an interview intrinsic rewards are also critical in motivating employees (Khern-am-nuai et al., 2018).

On the other hand, extrinsic rewards include financial incentives that lead to better performance. Intrinsic rewards are considered to provide employees with a sense of satisfaction that they are contributing to a better cause in society. Kwok et al., (2021), shed light on the forms of extrinsic rewards that can be implemented in the strategic performance management system. The extrinsic rewards include bonuses, commissions, and extra allowances such as transportation allowances or housing allowances. It further includes wage incentives and referral programs. Despite the type of reward system being adopted, it will have a positive impact on the employee's performance (Yoo et al., 2019). Agarwal & Singh (2019), focused on explaining the theory behind the reward systems as an objective for strategic performance management.

The underlying reason for the rewards and incentives scheme in an organisation involves providing a way through which organisational goals can be supported. This is achieved by aligning the employees' goals with those of the organisation. Moreover, another major objective of the reward program is to retain and recruit employees with effective and appropriate skills. Motivating and inspiring employees is a major objective of the reward program. This was supported in the research conducted by Ria et al. (2018), exploring the effect of rewards and recognition on the employees' engagement. The outcome of the study demonstrated that rewards and recognition lead to inspiration and inner motivation for performance better. To perform better the employees, show increased work engagement. Continuous feedback provided by the managers to employees helps boost the motivation to give their best and achieve the goals of organisations that are aligned with employees' objectives.

Furthermore, it has also been analysed from the study conducted by Armstrong (2021), that employees' morale and inspiration can be improved through continuous feedback. Managers providing their team with feedback regarding their work and performance are evaluated to be involved in keeping the employees loyal to the work and organisation as a whole. On the other hand, continuous feedback also plays a part in reducing the time that is required for the completion of the project. The main reason feedback is adopted in strategic performance management is that through continuous feedback organisations can develop the skills and capabilities of their employees (London & Smither, 2018). Therefore, achieving trained and groomed workers from every aspect. Continuous feedback in performance management leads to the growth and development of the employees. Continuous feedback also creates a culture of development.

As discussed in an interview positive culture plays a role in employee motivation. The feedback model in performance management leads to employee engagement and satisfaction. Through the continuous feedback model, the potential of employees is explored and amplified. Singh, (2019), investigated the impact of performance planning, continuous feedback, and participation of employees in firms. It was understood from the outcome of the research that continuous

feedback associated with performance planning plays a major part in mediating the relationships between the performance of employees and system knowledge. Bartnik & Ćwil, (2017), demonstrated that continuous feedback is a fundamental component of motivation and satisfaction among employees. It was highlighted in the research that informs the employees regarding the aspect that their performance is being monitored. Along with this, the highest performers will be given rewards. This was observed to be associated with increasing the motivation and efficiency of the employees. Continuous feedback also showed improvement in the team performance level.

The lack of stimulation for motivation and inspiration along with the lack of feedback continuity leads to decreased employee performance as a whole (Bartnik & Ćwil, 2017). Extrinsic rewards motivate employees. However, a combination of both intrinsic and extrinsic rewards has much more impact on employee motivation and performance. Therefore, the managers and high management must ensure that employees are being provided with continuous feedback on their work. While receiving the recognition and reward that they deserve (Kim, 2017). Continuous feedback is also critical for managers and supervisors to assess and determine the performance position of their departments and teams. This determination can result in the development of strategies through which weaknesses can be improved and the overall objectives and goals of the organisations can be achieved (Hörisch et al., 2020).

Both positive and negative feedback is essential for the development of employees. Certain times the higher management of the firm is focused on providing only negative feedback on the employees' performance. This is a major player that leads to demotivation and reduces the satisfaction level among employees (Sun & DeNisi, 2020). It also impacts the employees' retention rate negatively. Since employees consider that the organisation is not valuing their efforts. Therefore, positive feedback must be provided as well so that employees can be motivated and strive to perform better (Farooq & Khan, 2011). It offers to reinforce positive behaviour and culture in the firm. As in the interview by PANA, it was discussed that setting goals, by managers is important for leadership and employee development.

8.2 Leadership Styles

Various studies have shown that leadership style has a significant impact on the performance of employees. Furthermore, the study conducted by Iqbal et al., (2015), investigated the effect of the leadership style adopted by leaders and higher authorities on employees' performance. The findings of the study highlighted that leadership style has a direct impact on employees' behaviour. Leadership style was also found to have an association with employees' motivation and satisfaction. This point was also supported in the research study conducted by Shafie et al., (2013), which investigated the relationship between leadership style and performance management. The outcome of the research experiment shed light on the aspect that pragmatic and development-oriented leadership styles have a significant relationship with employee performance.

The survival of the organisation in today's competitive business world is based on a firm's effective performance that is critically dependent on the leadership style adopted by the higher management of the organisation. Multiple leadership styles can be employed by the leaders. However, the selection of the style must be based on the nature of the business and the requirements of employees (Guterresa et al., 2020).

Moreover, another study was conducted that explored the types of leadership and performance management. It was discussed that leadership style has a potential impact on the quality of performance management in the organisation (Imhangbe et al., 2019).

One of the major reasons leadership styles are critical in performance management is that it helps in the development of strategies through which employees' motivation is enhanced. The increased motivation of employees results in higher satisfaction and an improved culture and work environment of the organisation. The appropriate leadership style also inspires the employees to perform better. So that they can be recognised and appreciated by their senior management. The study conducted by Al Khajeh (2018), investigated the major leadership styles that positively affect performance management. The three major leadership styles explored are transformational leadership, democratic leadership along autocratic leadership style. Democratic leadership style is observed to have a strong relationship with increasing the employees' performance. Along with this, the democratic leadership style also plays a role in reducing the controlling behaviour of higher management. It also allows the employees to work on their level of competency. Through this, the employees get motivated to work better and give their best to achieve the set targets and goals (Cailier, 2020).

Every company, whether for-profit or non-profit, likes to track its overall development on an annual, monthly, or weekly basis. It is dependent on the amount of work and the sort of company. Performance management software and solutions are available to assist firms in keeping track of their success. These tools make the organization's work easier while also benefiting the personnel. These performance management tools include Performance Appraisals, 360-degree Feedback, Key Performance Indicators (KPIs), Personal Development Plans (PDP), and Reward and Recognition Programmes (Tadesse, 2021).

Performance appraisal enables the organisation to evaluate the daily performance and activities of its employees. By using 360-degree feedback it becomes easy for an organisation to share constructive feedback with their employees which helps them to improve their weaknesses. Defining KPIs helps businesses to understand what are the key standards to evaluate employee or organisation's performance. To overcome the recognised issues or areas of improvement, PDP is the most effective approach. Rewards and recognition not only increase employees' performance but also help the organisation to retain their employees. Organisations can effectively and efficiently monitor and enhance their performance and productivity by employing performance management tools (Shet et al., 2019).

Businesses need to ensure continuous growth and development of their business. Organisations employ performance management tools to ensure continuous and strict monitoring of employee performance and the organisation's productivity and identify key strengths and weaknesses so that by using adequate strategies they can overcome those hindrances and achieve their goals.

In the further applications of performance, management leadership plays an essential role. It was discussed in the interview with MAJA that positive guidance, communication, and leadership skills are crucial factors in the applications of performance management. It is the responsibility of leaders such as managers to provide employees with an open communication platform, where they can share their thoughts, opinions, and concerns regarding multiple aspects. The study by Golding & Savage, (2012), discussed the importance of leadership roles in performance management. The results highlighted that leadership has a strong hand in improving and implementing the applications of performance management for achieving the desired output for the organisations. Golding and Savage further demonstrated that firm leadership defines employee performance standards. Along with enhancing the quality of the firm's culture. Since leaders are considered to be the inspiration for employees in keep them motivated. Therefore, leadership plays a role in keeping the employees focused on achieving the objectives and firm goals. Leaders also perform the assessment and evaluation of employees and provide them feedback. As discussed in the interview with MAJA evaluating the employees rightfully and

giving them appropriate feedback is important. The major role of managers is to design policies that ensure effective management of performance in the organisation (Bratton, 2020).

Furthermore, through these policies, the employees can act as per the core values of the firm associated with performance. Leadership plays a role in making the managers and employees understand that performance management helps achieve the organisation's target and ensure that managers are following the policies. This increases the employees' engagement, satisfaction, and productivity (Bratton, 2020).

Leaders also focus on the adoption of management tools and systems in the organisation through which accurate performance management can be achieved. Through these management tools, the managers align the goals and objectives of employees with those of the organisation's goals and objectives. Moreover, the incorporation of these management tools for the application of performance management also provides the opportunity to prioritise tasks and goals (Helmold & Samara, 2019).

The major performance management tool that can be implemented in the organisations can be one-on-one check-ins. This management tool has been adopted by giants like IBM, Cargill and Google. In this regular performance discussion of the employees with the manager happens and this boosts the productivity of employees by keeping them motivated (Buckingham & Goodall, 2015). Through this management tool, the employees' engagement and relationship with managers can also be enhanced. This results in the generation of new ideas, thoughts, and strategies to achieve the targets and goals of the firm. Furthermore, another performance management is the 5As approach that is implemented by the leaders for setting and aligning goals (Orlando & Bank, 2016). However, it was observed through different companies that the performance management process has been dropped. This is because traditional performance management systems do not provide much opportunity for growth. Another reason is that organisations have to separate a big budget for rewarding their employees (Cappelli & Tavis, 2016).

According to the study by Cappelli & Tavis, (2016), it was demonstrated that performance management applications and procedures have evolved. Human resources plays a critical role in reward and recognition schemes for employee performance management. The HR develops and implements the performance appraisals. It was also highlighted in various research that HR acts as a mediating personnel between the higher management and employees. In several interviews, it was highlighted that sparring partners can improve the strategic abilities of the employees.

Therefore, HR has a strong role in motivating employees towards achieving the goals of the organisation. Along with this, the smooth implementation of recognition and reward programs is also the responsibility of HR (Armstrong, 2021).

One of the main strategies for performance management developed by HR is regarding the assessment and evaluation of employees' performance. HR should take part in the reviewing of employees' performance and determine the behaviour and performance of each employee to check whether they are eligible for reward and recognition or not.

Siengthai & Pila-Ngarm, (2016), discussed the role of HR in employee satisfaction towards their job and organisation. It was highlighted in the research that the job redesign strategy by HR is significantly involved in enhancing performance management. On the other hand, job satisfaction was positively associated with performance management. Moreover, the study concluded that organisations that are implementing job redesign must focus on increasing the job satisfaction level of the employees. Through this, the negative consequences of the job redesign can be neglected, and significantly positive results can be obtained. Another study by Holman & Axtell, (2016), also supports this aspect highlighted by Siengthai & Pila-Ngam. The study discussed that implementation of job redesign without employees being satisfied with their jobs can result in reduced employee performance.

HR is essential within every organisation. This was supported in the interview in which it was discussed that HR plays an important role in the employee development process that leads to increased employee satisfaction (interview PANA). Therefore, HR must focus on constructing strategies through which they can provide the employees with a platform for open communication to share their issues. They must focus on development strategies for employees' development, motivation, satisfaction, and retention.

HR marketing is an aspect of performance management that is focused on developing a positive and strong employee experience. This is achieved by HR through the combination of the marketing strategy of recruitment and employer branding content also referred to as target group-specific content (Gorman et al., 2017). These two critical components allow HR to develop and manage the relationship with their employees. HR marketing acts as a mediator by which the employees of the company are communicated regarding the brand that is being communicated to the consumers by the marketing department. The study by Cascio & Graham, (2016), highlighted major strategies that should be part of HR strategies to achieve the desired results concerning performance management. Generating a consistent brand/firm voice. The message by HR from talent recruitment to communicating various advantages of the employee programs must be

consistent. The job description and job benefits must be the same across all the marketing and media channels (Helmold & Samara, 2019).

Furthermore, another strategy that can be developed by the HR-marketing is combining all the employee programs on an easy-to-use dashboard. Through these recruitment campaigns communication with the employees can become easier. Moreover, one of the most critical strategies in HR focus is external and cost leadership strategy. This was supported by the research by Gorman et al., (2017), that the HR department must focus on aspects that can result in increasing the company's efficiency, size, scale, scope and employee development and experience. This is based on external and cost leadership. It has been observed that organisations put pressure on employee efficiency emphasising the different patterns of retaining talents. Khoreva & Wechtler, (2018), discussed the well-being strategy of HR in promoting employee engagement, motivation and satisfaction levels towards the firm and job. It was analysed in the research that HR has a much more strategic role in motivating the employees and inspiring them to achieve targets as compared to the leaders (interview BRZA). The activities of HR are one of the major players in employees' enhanced performance. HR strategies can improve the work-life balance quality for their employees Khoreva & Wechtler, 2018). This creates a more positive work culture thus directly improving the employees and organisational productivity as a whole.

As discussed earlier in the above section HR acts as a mediator between the higher management and employees of the firm. This is to maintain a harmonious culture in the organisation. Nadvi et al., (2017), demonstrated that HR performs multiple roles through which this positive work environment and harmony among the employees are maintained. These functions include employee screening and recruitment. As it is known from the very start HR's main role is to acquire and retain new talent. They conduct background checks, interviews, and assessments of the talent being hired. Along with this, HR roles include the formation of attractive compensation and benefits for their employees to gain a competitive advantage over other businesses (Maamari & Alameh, 2016). There are two forms of compensation. One is primarily focused on monetary benefits such as commissions, bonuses, and incentives. The second is secondary compensation which is focused on non-monetary benefits. This includes company housing, transportation, payoffs, and holidays (Muguongo et al., 2015).

Documentation is essential in measuring the performance of employees. Therefore, it is taken as an important part of performance management in organisations. As discussed by Sheer & Jost, (2016), documentation offers the manager and HRs a history of workers' failures or improvements regarding their performance over some time. For some organisations, documentation is a precise and chronological record-keeping that include a description of the

employees' actions, the action of managers along previous events that have occurred as a result of this performance. Furthermore, it was also highlighted that documentation provides the manager and HR with written evidence and proof that a particular employee deserves promotion, recognition, or appraisal. In an interview it was discussed that if the performance is not as desired and keeps getting worse while the performance is being documented (Allen, 2015), then the employee cannot refute anything. Keeping the records can provide evidence of the performance that the employee was showing (interview BRZA, MAKE, ALGA).

These records and documentation lead to the development of strategies for employee development to increase their performance. However, documentation and keeping records also provide another benefit that is offering evidence to the organisation that employee was communicated regarding their performance level in a timely fashion. Moreover, the documentation also provides a helping hand to higher management in the decision-making process. It was also highlighted in the study by Allen, (2015), that documentation leads to ensuring that organisations work efficiently and consistently. This provides the employees and management peace of mind that all the progress and performance have been documented. This aspect of keeping records and documentation leads to standardisation in the procedures. Along with ensuring that every employee is following the same process.

The documentation in performance management leads to transparency and measurability of the employees' performance. The HR and managers of the department should also maintain a culture that ensures that all the employees are maintaining their performance documents to avoid any disputes and issues regarding their performance. However, through the analysis of multiple research projects, it was identified that organisations are not following the procedures of records and documentation (Shepherd & Yeo, 2019). This results in a lack of openness and transparency concerning the process of performance management and other procedures as well. Workplace transparency plays a critical role in the success of the organisation. Brandes & Darai, (2017), demonstrated that those organisations that focus on openness and transparency have higher chances of achieving long-term success. These outcomes directly have an impact on organisation competitiveness.

Keeping records and transparency act as a bridge in increasing the trust of employees in employers and vice versa. This point was supported in the interview it was discussed that openness and transparency lead to a significantly positive work culture for the employees (interview TASO). Hence, the satisfaction of the employees can also be increased. Therefore, achieving increased performance. Another research study conducted by Douglas & Meijer, (2016), explored the impact of transparency on an organisation's value creation. The findings of

the study shed light on the aspect that transparency increases employees' and stakeholder engagement. Ultimately resulting in better value creation. It was also concluded that employee retention in organisations with increased transparency is higher as compared to organisations lacking openness and transparency. Transparency is essential in the documentation and records. This is supported by Kefron, (2021) that maintaining transparency in documents and records management ensures a high level of protection against corruption or fraud (Kefron, 2021)

8.3 Objective 2: Perception of Performance Management

It was highlighted in the study conducted by Otley (2019), that performance management is a framework that is possessing the capability of adding value to organisations. The underlying reason behind value-addition and performance management is that it focuses particularly on the development goals for the employees. The development of goals for employees helps in achieving the overall target and objectives of the organisation such as increasing the sales figure. it was further highlighted that multiple performance management systems' main focus is on rating the employees' performance. This is to determine their promotions along with determining the incentives and reward opportunities (Jensen et al., 2012). It was demonstrated in the interview conducted that measuring and determining the level of employees' performance has a positive impact on achieving the objectives. Through this performance management adds value to the organisation (interview TASO). Furthermore, another study conducted by Capelo et al., (2015), discussed that performance management of employees can be done through the adoption of a balanced scorecard (BSC).

Appreciation plays a critical role in increasing the organisation's value. Employees consider it gratifying when the manager reward their well executed work with a positive review in their annual appraise (Reinfuss, 2015). It was highlighted in the research study by Abdullah et al., (2016), that recognition and appreciation within organisations significantly improve the employees' motivation level along with enhancing their satisfaction level with their job. These are the aspects that are associated with increasing the added value of the firms. Moreover, there is the perception that employees like to be appreciated and recognised. Appreciation and recognition are associated with extrinsic and intrinsic motivations. This was also highlighted in theme one (Abdullah et al., 2016). Conversely, appreciation either through the adoption of any performance management system or other forms of systems leads to enhanced organizational value as profit and revenue are increased. This aspect was supported in the study conducted by Pulakos et al., (2015), demonstrating that adding value through the implementation of an appreciation and performance management system can result in increasing profit and revenue. This is achieved by attracting potential customers. It is recommended that the employees of the

firms understand their firm's business as a customer. This will lead to employee retention and increased commitment to the organisation.

On the other hand, completing high-quality work is perceived to have a strong link to adding value to organisations (Pulakos et al., 2015) The aspect of quality work and the environment of the organisation in adding value was discussed in an interview. It was discussed that high-quality work requires effort in determining the errors that were being made in the past work (interview PANA). This aspect of error in the planning and strategising of the task objectives was demonstrated in the study conducted by Miller et al., (2014), depicting that identification of an error in the planning and strategy phases is important for achieving the objectives. Furthermore, it was concluded that initial planning and developing strategies can help in achieving the task as per the expectation of the service users and employers. Conversely, another Güngör (2019), discussed the importance of an appreciation system in the organisation for improving the perceived value. 116 companies were selected for the study. It was analysed through the outcomes achieved that a significant relationship exists between the reward or appreciation system, and it enhances the perceived value of the company. As the organisation appreciates and recognises the effort of their employees, therefore, leads to the increased perceived value of the employees.

Positive reinforcement is a strategic tactic to strengthen employees' behaviour by adding incentives and rewards rather than removing their benefits. Korenková et al., (2019) believed that positive reinforcement is one of the most effective ways to strongly increase employees' productivity. Similarly, as the planted seedling must be cultivated along with sunlight and water, increased employees' productivity must be fostered by adding rewards and incentives. According to Bhuiyan et al. (2020), positive reinforcement can be classified into two groups, intrinsic and extrinsic rewards. The author further articulated those intrinsic rewards can also be known as non-financial rewards, on the contrary, extrinsic rewards are also known as financial rewards. Concerning this, Armstrong (2021) elaborated that both types of rewards are relatively associated with employees' accomplishments within the organisational context. Positive reinforcement is an effective way to obtain desired outcomes from the employee's end.

Positive reinforcement in terms of intrinsic rewards as Murphy (2020) articulates that feedback is one of the effective approaches an organisation can give to boost employee productivity and enhance employee performance. Correspondingly, one of the interviewees states that the feedback culture within the organisation is motivating for employees (interviewee ESAM). Additionally, Raffoni et al. (2018) illustrate the feedback culture as is sort of information or suggestion regarding the previous performance of employees in terms of quality (performance) and quantity (productivity). The author further discusses that giving quality and quantity-wise feedback to employees assists them in adjusting their working attitude and style in a particular

behaviour. Glas et al. (2018) further interpret the terminology as feedback as a way through which employers provide information to employees, as to how they should adjust their goals to seek recognition and eliminate their deficiencies. Similarly, one of the interviewees informs that their company follows an electronic base employee evaluation form known as the "MAG" (German: Mitarbeitergespräch) form, where the employees recommend further improvement (interviewee DARO).

Feedback within the organisational culture can be categorised as intrinsic rewards, Wei & Yazdanifard (2018) state that intrinsic rewards are non-financial rewards that can be in the form of appreciation, praise, delegation, and recognition; however, they must have a positive impact on employee's performance. According to Bhuiyan et al. (2020), when employees get appreciation from their managers and supervisors; though, it develops a sense of belonging with the firm in them. Literature shows that intrinsic reinforcement is highly acknowledged by staff they will strive to boost their productivity and performance. The statistical findings published by "The Carrot Principle" show that approximately 79% of employees quit their jobs due to a lack of recognition and appreciation (Wei & Yazdanifard, 2018). These findings indicate that recognition and appreciation of employees within the organisational context is the major requirement to maintain the employee retention ratio. Intrinsic rewards empower employees to strive for better performance.

Additionally, an experimental study conducted by "Golestan Telecommunication Company" located in Iran by Siami & Gorji (2011) showed that empowerment positively influences employees' performance. Positive reinforcement brings positivity to the organisation in terms of both internal and external stakeholders. Further, from the stakeholders' perspective, positive reinforcement is an effective approach that assists management in enhancing the overall organisational performance. In other words, Armstrong (2021) states that the sooner the employees' performance will be reinforced, the higher the chance for management to get increased productivity. Correspondingly, one of the interviewees responds that positive reinforcement via appreciation and recognition assists the employer and HR managers in introducing new coaching styles (interviewee BRZA).

Moreover, extrinsic rewards are another kind of positive reinforcement in terms of getting bonuses, increments, and incentives. According to Murphy (2020), personal income and employees' motivation share a strong correlation. Correspondingly, another experimental study conducted in the R&D technological sector of Taiwan by Chein et al. (2014) found that positive reinforcement in terms of monetary rewards which is also known as "extrinsic reward" or "extrinsic motivation" positively influences employees' work performance. Furthermore, an

experimental study conducted on Huawei (a Chinese technological firm) by Hubner & Schlosser (2010) concludes that the company's reward strategy is the key driver of increasing organisational productivity. The author further illustrates that Huawei's lowest pay is higher than RMB 400 as compared to other average rates offered by other technology companies to fresh graduates. Additionally, the annual increment policy of the company based on the employees' performance significantly boosts employees' productivity. Correspondingly, one of the interviewees states that a performance-based rewards policy is the most effective approach to getting desired outcomes in terms of increased employee productivity and improved organisational performance (interviewee ERJA).

Conclusively, it has been assessed that positive reinforcement both intrinsic and extrinsic rewards are positively associated with employees' performance and organisational productivity. The current study's findings along with the support of literary evidence, have been evaluated that positive reinforcement is an effective approach to modifying and strengthening employees' behaviour and working attitude within the organisation.

Different sources of positive reinforcement such as appreciation, recognition, salary increments, bonuses, and incentives encourage employees to perform their best. 6 participants pointed out that rewards are highly influenced when they seem expensive. For instance, extrinsic rewards or monetary rewards are more influential than intrinsic or non-financial rewards. This point is also supported by the current study's findings. However, Armstrong (2021) claims that financial rewards are only influenceable for a short-term period whereas appreciation or recognition sources of intrinsic rewards are influenceable for a long-term period. Therefore, it has been suggested by Helmod & Samara (2019), that stakeholders such as employers or upper management must consider the gender, race, and qualification of an employee when operating with reinforcement as it helps them to modify the employees' behaviour to strengthen the desired outcomes.

The annual performance management cycle is an organisational model that encourages employees and employers to perform better to achieve organisational goals and objectives effectively. According to Adivar et al., (2019), the annual performance management cycle has a significant and positive impact within the organisational context as it is the key driver for employees' motivation. Budworth & Chummar (2022) discuss that annual performance management can also be referred to as an organisational strategy to follow a continuous process of performance appraisal. However, the continuous process enhances competitiveness and higher motivation levels in employees. Aguinis (2019) illustrated that organisations set SMART annual goals and track employees' performance to evaluate the outcomes. The author further explains

employers hold annual meetings to communicate organisational goals and expectations. Correspondingly, In the annual performance management meeting, the whole organisation's strategy is communicated to each employee as well as the management's expectations from employees (Andersen & Nielsen, 2020). Though, employees will be rewarded at the end of the operating year based on the shared goals. Likewise, the participant explains that "In our appraisal meeting there is everything, from punctuality to presence, everything is discussed. How often you were ill during the year? And that is divided into A, B, C, and D, where the D is the worst. It points with each 4-5 evaluation points. And they account for the overall picture from A to D. But A is he exceeded the expectations" (interviewee ALGA). Concerning this, Crane & Hartwell (2019) state that without the concept of shared information, the management will fail to effectively employ the annual performance management system. The idea is also supported by Murphy (2020) as the author concludes that shared information motivates employees to effectively collaborate and develop collective knowledge. Ultimately, effective collaborative teamwork will result in better customer service as well as increased organisational productivity and enhanced employee performance. Consequently, it has been examined that the continuous process of annual performance management positively influences the employee's performance.

The measure of performance management is based on the assumptions contributing to an organisation's success and is a collective result of the efforts of individuals as well as teams. There is a trend that top-performing organisations tend to innovate the mechanism of their performance management (Schrøder-Hansen & Hansen, (2022). In addition to this, the conventional practice of evaluation based on a training system, promotions, rewards, and recognition seems to be discarded at present. Despite this, new systems are being imposed emphasising judging the future performance and the potential rather than focusing on the past performance. One illustration of this is that Deloitte altered its performance management system to innovate a more robust and agile system. The previous system was based on a 360-degree performance appraisal in which the evaluation gathered by the management was based on the annual data at year-end. The study by Kaydos (2020) demonstrated that organisations have avoided the traditional systems of performance assessment.

Another factor that is worth considering is that implementing reward systems helps organisations attain higher productivity through the factor of motivation (Pang & Lu, 2018). It has been observed that it helps to manage and control human resources in a better way as the reward structure and policies are made transparent to avoid unfairness. In addition to this, it gives teams a sense of responsibility in terms of achieving a common goal efficiently while allowing completion among the team members leading to improved performance. It also motivates employees to work on their personal development. According to Maslow's hierarchy, motivation is driven by unsatisfied needs therefore, employers must be able to understand employees' needs

(Hopper, E. (2020). There are physiological needs, including sleep, air, and water, and other living needs such as job security. Then there are social needs like family, friends, and belonging. Another need is esteem concerning self-respect and recondition. These needs can be listed as; Physiological needs, Safety needs, Love and belonging needs, Esteem needs and Self-actualization needs.
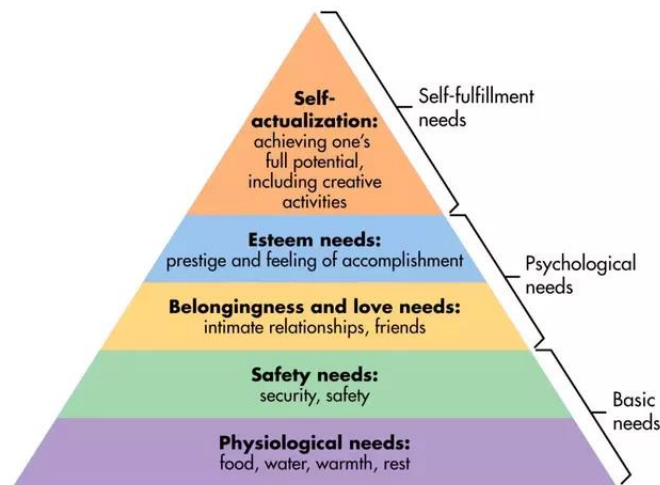

Figure 10: Maslow's Hierarchy of Needs

Source: Maslow (1943)

To be specific, an effective system must enable the employee to provide feedback to the management in terms of eliminating the hindrances to the employee's success. Thus, without feedback, the management is unable to resolve the issues without imposing an enhanced feedback mechanism. This makes an employee feel a strong sense of responsibility for everything happening in the organisation while being involved and taking ownership in organisational building connected with individual success and growth (Brown & Harvey, 2021). Every organisation has its set of values and traditions, making its culture good or bad. However, employee happiness is more than a good culture. To ensure long-term performance, there is certain criterion required in developing a suitable culture. In the first place, it must be strategically relevant to the core organisational values defining the decision-making. According to Oyemomi, Liu, Neaga, Chen & Nakpodia (2019), culture is one of the most important ingredients in making organisational performance effective. Undoubtedly, there is a close association between the organisational tradition and its performance. It would be true that say that the survival of an organisation depends upon its capability to effectively utilise the

resources. In addition, the importance of organisational values should be known to every individual, making the employees know how they will be implemented (Hussain et al., 2018).

The concept of organisational values is generally related to rewarding at the individual level. These are deeply rooted principles that guide the cations of the organisation. In this regard, the beliefs that specify the mode of employee conduct are set as acceptable norms to drive organisational success. These help in the process of decision-making while estimating the core traditional values of the organisation by determining the factors contributing to the success. In the meantime, the fact cannot be ignored that organisational-level values are believed to be major driving forces for employees to fuel their work engagement (Rai & Maheshwari, 2020). The significance of performance management has been distinguished as gainful as it impacts efficiency, product and service quality, consumer loyalty, monetary execution, and employee work fulfilment. Diamantidis & Chatzoglou (2018) studied that it is important to have effective execution of employee rewards in evaluating performance.

Several studies have shown that the relationship of culture with performance is motivated by the opinion of achieving success. The reason for this is that the organisation directly influences performance management. The research of Luna-Arocas, Danvila-Del Valle & Lara (2020) demonstrated the fact that performance management and culture are interdependent which is why managers should understand the effect of the organisational values to make the best out of their potential employees. This fact cannot be ignored when dealing with the factors of risk management, organisational change management, or leadership management. In addition, more organisations are now encouraging employees to become more responsible while giving them the freedom to act.

Also, encouraging teamwork is one of the core values in setting out the organisation's primary goals and objectives. Correspondingly, one of the interviewees answered "That means the teams organize themselves. No boss anymore. I am very sceptical about this because everyone wants to prove themselves" (interview BRZA). Hence, the culture of teamwork not only provides an opportunity to grow as a whole but also helps to highlight individual contributions.

It is believed that good performance is the basis of efficient organisational values and traditions. As high-performing organisations can perform by applying effective strategies, they stay strong and productive by gaining a competitive advantage as being productive. According to Schein & Schein (2019), the key to success is a strong organisational culture. To put the issue into perspective, this culture contributes to contributing the effectiveness of performance

management. It can be said that organisational values are directly connected to performance to generate a competitive edge. Adding to this, it is evident that HRM systems practice affects performance management including skills development, compensation, job security, and empowerment of employees (Johennesse & Chou, 2017). There is a difference in terms of measuring the performance relating to organisational culture across various types of organisations (Upadhyay & Kumar, 2020). The evidence is that organisations with an interactive culture not only perform well but also create a cause-and-effect association between the organisational culture and performance. Generally, it can be concluded that performance evaluation is related to the extent to which organisational objectives are set. One of the interviewees responded, "To come to the point, I would say it's all about the culture and the professional field" (interview MAKE). To recapitulate, it would be true to say that organisational values and traditions are to a great extent related to ensuring and enhancing performance management.

While there are positive aspects of performance management discussed in detail, certain critical factors are posing a negative impact while evaluating individual performance. This leads to employees being unjustly assessed and hat management goes through a forced process of performance assessment to comply with job expectations, causing disappointment on the employee end (Raines, S. S., 2019). Some of the critiques regarding performance analyses different negative perceptions about performance management. One illustration of this is Unfairness. One of the interviewees responded "The major disadvantage was that the management was not supposed to provide every employee with a positive rating as the goals were not always quantifiable. This increases the probability of discrepancies. For this, the management has to give positive ratings to a few team members but divide the rest of the ratings among other employees" (interview ALCA). This implies that performance management must be conducted justly to enhance motivation levels through honest performance feedback. In addition, there are various other factors hurting performance management like pressure, unfairness, fear, inequality, and burden.

As per the research of Ciobanu & Androniceanu (2018), different management and reporting aspects are present by which any organization can be divided into a hierarchical system based on three different layers, namely the decision-making layer, management layer, and executive layer. The performance management system can also formulate corresponding rules according to the different characteristics of the three management levels and the hierarchal aspects could be used accordingly by which performance management system can be implemented within the organisation. On the other hand, Maley et al., (2020), have further emphasised the use of a hierarchal system that allows pivotal means by which an effective performance management system could be developed because it allows having a streamlined system and all the

organisational managers regardless of their hierarchical level are engaged within the development of performance management system and positive factors are observed by which the performance management system could be implemented in the desired manner. Based on this a respondent has shared in his response that a hierarchal system is significant for performance management because it allows the engagement of all the departments at all levels and no such loopholes are observed in the performance management system (ALGA). Another respondent has further defined that organisational hierarchy has a positive perception of the performance management system because significant issues are present in implementing the respective KPIs (Key Performance Indicators) for each department and pivotal results could not be obtained for the overall performance management system (JARE).

On the contrary, Kumar et al., (2018) have emphasised the decision-making level, which generally refers to the top managers and senior managers of the enterprise. The performance management system should be combined with the performance management strategy, and the senior management is liable to pay attention to the guidance of result indicators and benefits indicators, pay attention to the direction of long-term behaviour in decision-making, and combine the interests of the decision-making level with the long-term development of the enterprise. If an organisation and its management do so, it could lead towards negative outcomes and performance management could not be performed in the desired manner. This aspect has been further highlighted by a respondent, who defines that upper management should play their role in such a manner that all the senior members along with their managers should be engaged accordingly and they should plan the whole thing by which a successful performance management system could be implemented, otherwise the required outcomes will not be achieved (BRZA).

On the other hand, Greany & Higham (2018), have further emphasised the management level of a hierarchal system as it generally refers to the middle managers in the enterprise, including the heads of subsidiaries, heads of departments, and much more. The performance management system should strengthen the dual provisions of the management's work process and results. To balance their relationship between work results and work process. Maley et al., (2020), have further highlighted various means for the executive layer, which generally refers to the ordinary employees and grass-roots operators of the enterprise. The focus of the performance management system should be the fulfilment of job responsibilities, compliance with the daily code of conduct, and the execution of tasks assigned by superiors, emphasizing the inspection and implementation of work, and forming a good corporate execution culture. Based on this, a respondent in his interview response has defined those significant provisions that can be induced with the use of a sustainable hierarchical system because it allows communication among the

employees regarding the KPIs and the performance can be managed and monitored in the desired manner.

As per the research of Gribling & Duberley (2020), performance management plays an important role in an organisation by which different employee engagement strategies could be devised and they could be accordingly for better organisational performance. Furthermore, Lu et al., (2018), have also defined that the term performance management refers to the joint participation of managers and employees at all levels in the formulation of performance plans, performance coaching and communication, performance evaluation, performance results application, and performance goal improvement to achieve organisational goals. It has been further determined that the definition of performance management does not fully explain its true meaning, but there is a consensus that performance management is a continuous management system that is used to monitor employee performance and they can be rewarded in the desired manner.

Moreover, Ensafi (2022), has highlighted that there are still some different perspectives on the cognition of the practical level of performance management, resulting in different implementation directions of performance management but as long as it is the result of systematic and purposeful overall performance improvement and various means of employee engagement strategies could be implemented. However, a respondent has defined that performance management is essential because it enhances the internal strength of the organisation by rewarding its employees (DARO). On the contrary, another respondent has also defined in his interview that a performance management system can be effectively utilised, and a competitive position could be attained accordingly but it is based on the organisational willingness. Organisations are required to value their employees and different benefits could be obtained by which a competitive position could be obtained within the industry (PANA).

Furthermore, Helmold & Samara (2019), has highlighted that performance is the result. That it is the results that have benefits and contributions to the enterprise. The results obtained through the performance management system are divided into long-term, medium-term, and short-term areas by which the firm can develop different strategies and these strategies could be implemented accordingly by which competitive factors can be induced and better organisational performance could be observed. Financially, it is usually an annual cycle, but for shareholders, a long-term foundation is better than current profits. Therefore, whether it is long-term, medium-term, or short-term results, performance management focuses on it. Long-term results cannot be reflected in the current period and can only be promoted through the behaviours advocated by the organization.

However, a respondent has further defined that organisations should use the performance management system by which they can evaluate their employee competencies and maximum resource optimisation could be observed (MAKE). It has been further determined from the study of Pattanasing et al., (2021), that Performance G is used to examine behaviours. This factor has been further analysed from the research of Costa et al., (2018), which defines performance management as significant because it provides pivotal means to evaluate employee behaviour and different factors could be introduced by which positive employee behaviour could be observed, and competitive position could be attained with maximum benefits. This factor has been further emphasised by a respondent who defines that performance reflects employee behaviour towards the organisation. If the performance is high, it means employee satisfaction and continuous development could be observed in the future (MAHA).

Furthermore, Paraschi et al., (2019), have highlighted that individual characteristics can reflect performance levels. It has been analysed that organisations believe that the individual characteristics of employees, such as personality, skills, and abilities, can be converted into quantifiable work results and it could be observed only if an effective performance management system is implemented within the organisation. It has been further evaluated that the object of performance management is the implementation process of the strategy. The object that performance management pays attention to is also the process of management monitoring and supporting the management object at every stage and link of the work. This aspect has been further highlighted by a respondent that performance management could be used effectively for different training programs and the overall effectiveness of the firm can be increased to the desired extent (MAJA).

It has been observed that human resources managers use different measures to determine the difference between employee expectation and performance. Regardless of the cognitive conditions, it is in, performance management has a huge role in promoting the competitiveness of enterprises. It is very necessary to carry out performance management, especially in the current era, where cross-border integration has given rise to competition, and if the organisation does not have an effective performance management system, the organisation and individuals lack in getting continuous improvement and low organisational performance is obtained (Dodd et al., 2018).

The aforementioned factor has been highlighted by a respondent, which defines that organisations that fail to implement an effective performance management system, deal with different issues like high employee turnover as they are not able to cope with the employee requirements (ESAM). It has been further analysed that companies are investing to enhance their

performance management capabilities. Cantele & Zardini (2018), have defined that performance management includes different contents that mainly include performance plan formulation, performance coaching and communication, performance appraisal and evaluation, and application of performance results. The formulation of performance plans is the basis of performance management; performance coaching and communication are an important part of performance management; performance appraisal is the core part of performance management; the application of performance results is the key to the effectiveness of performance management. Incentives and restraint are very critical steps, which is also the ultimate goal of performance management. These four parts are carried out step by step, and only when each process is carried out effectively will a virtuous circle appear in performance management. It has been evaluated that all these aspects should be critically induced within the firm by which an effective performance management system could be devised, and the overall competitiveness of the firm could be enhanced to the desired extent.

It has been further evaluated by the research of Kalgin et al., (2018), which defines that in the present era, enterprises are result-oriented, they should also pay attention to the process in the daily human resource management activities, and influence people, inspect and train people through the process. Furthermore, organisations are liable to form a system from fragmented elements such as the point and face of terminal professional management. This factor has been explained by a respondent, who defines that a performance management system could be used to enhance employee motivation within the organisation. IF they are rewarded on time, it could lead the firm towards unbeatable success.

Furthermore, Ensafi (2022), has further highlighted that strategic performance management is a process that includes an organisation's strategy and strategy decoding. Through strategic decoding, organisational managers assign tasks to individual business units and support departments, and then to everyone. Therefore, strategic performance management is the starting point of enterprise value creation. Based on this, enterprises should make the organisation full of vitality when the direction is roughly correct, solve the problem of the two layers of business and human resources, and strive to have the same desire. Moreover, Costa et al., (2018), have further defined that in the process of value evaluation, organisations are liable to examine the results to measure performance, including the performance of the entire team and the performance of individuals in the team. It has been determined that measuring organisational performance and individual performance are two different things and the firms should implement a system by which both of these factors could be evaluated separately. A respondent has highlighted that the teams should be rewarded collectively and individually as it produces a positive impact on the overall competitiveness of the organisation.

8.4 Objective 3: Execution of Performance Management

The study conducted by Madlock, (2018), highlighted that dialogue between the employees and manager is referred to as an employment relationship that has a significant impact on increasing the understanding of the work. Along with this it also helps in creating a more trusted working culture for the employees. The dialogue between employees and managers is also a critical aspect of the successful implementation of performance management. As it was discussed in the interview "there is the mandatory assessment meeting between manager and employee which takes place between December and February regarding the performance management" (interview ALCA). It was further supported in the study directed by Govender and Bussin, (2020), that employee engagement through meeting and interaction with superiors and managers is considered to be the most effective way to drive performance management. It was further conducted by Gruman & Saks (2017) that when employees' involvement and engagement are conducted intelligently, then the two aspects (employee interaction and performance management) constructively allow the organisation to manage, attract along potentially retain the employees (Gruman & Saks, 2017).

The dialogue between employees and managers as an element for the execution of performance management was analysed to provide a platform where the employees can share their thoughts regarding the strategies through which the work-related activities are being achieved. The managers can focus on alternative strategies that can be adapted to change the negative perspective of performance management among the employees. This aspect of raised in an interview it was stated that "performance management meetings are formal and complicated. I think that managers want more open conversation and less formality" (interview ANMA). The importance of communication among employees and managers was supported in the research by Thomas et al., (2019), highlighting that effective communication among managers, employees and colleagues is essential for the success of the organisation. It was concluded that communication can potentially influence the overall productivity and success of the business. The implementation of effective communication strategies through a performance management system can result in enhanced engagement and satisfaction levels of employees with the company and managers Holland et al., (2017). In an interview it was stated that "without communication with the managers can lead to lack of motivation and directions to achieve the targets" (interview ARGA).

Moreover, communication challenges within organisations are considered to be a critical aspect that serves as a barrier to the execution of performance management. This point was supported in the study conducted by Thorpe and Beasley, (2018), describing that a lack of feedback and support from the managers to their team leads to a lack of direct and free interaction among the employees and managers. This lack of direct, open, and free interaction or dialogue with the

managers results in the development of assumptions and misinterpretations of the information that is necessary for achieving the goals and improving the performance of the employees (Karuhangas and Werner, 2013).

The communication barrier with the manager was also discussed by one of the participants in the interview. The participant stated that "Limited meetings and feedback regarding the performance is a major barrier that leads to limited interaction with my manager (interview DARO)". Internal communication of managers with the employees is important for information concerning the constant changes that are taking place within the organisation. Research conducted by Yin and Qin, (2019), explored the impact of collaborative communication on the execution of performance management. The results obtained depicted that collaborative communication is essential for the smooth implementation of the performance management system. Collaborative interaction between the manager with the employees will help in setting the workflow by providing feedback on the previous performance of the employees (Yin and Qin, 2019).

However, it was evident in the literature that limited acceptance of collaborative communication is currently present in various organisations. This aspect was also supported in one of the interviews conducted for the study. It was stated that "Collaborative communication is important for a seamless experience of employees to achieve targets" (interview SURO). On the other hand, collaborative communication can also provide support to the employees that are critical in the execution of performance management. Armstrong, (2021), highlighted that communication and feedback from the managers help in bringing the employees or team members on the same page. This eliminates all the risk of misinterpretation and miscommunication that can impact the performance of employees and the overall productivity of the organisation.

Communication is the main strategy for the execution of performance management. This was discussed in the interview that "performance management strategies must be well-communicated among the employees by the HR and managers. But this is not the case in our company as the strategies are not well-communication. This impacts the execution of performance management. I know other companies, where that is always the strategies are well-communicated. Maybe that's a bit missing here (interview JARE).

Therefore, through the analysis and evaluation of the past literature and the interview communication among the employees and managers leads to increased engagement and satisfaction. This is significant as it helps in retaining the talent within the company.

Moreover, it was also described in multiple pieces of research that a lack of communication in the form of support or feedback can give the employees a feeling of being directionless (Mohajan, 2019). The reason for the reward or incentives being presented to certain employees as a part of performance management execution. The reason for them receiving the reward must be communicated with the other employees as well such as the reward-winning employees performed more than their capacity or achieved or secured more sales as compared to their assigned target. This will help in motivating fellow employees to out-performance to receive the rewards or incentives (Mohajan, 2019). One of the participants stated that "Evaluation of the performance of employees is important for the execution of performance management. The performance needs to be evaluated as "good", "particularly good or "very good" based on which the rewards and incentives will be given" (interview MAJA).

Open and freehand communication culture within the organization plays a key role in the employees' performance. According to Marasi & Bennett (2016), open and freehand communication in the organisation encourages employees to freely share their problems with their managers and reach effective solutions. In addition, a quantitative study conducted by Ramadanty & Martinus (2016) proved that an open communication culture within the organisation is crucial to ensure boosted employees' productivity and business success. Even though, the author concludes that business success factors including employee job satisfaction, motivation, organisation performance, employee productivity and decision making rely on open and free-hand communication within the organisation. It has been reviewed with the help of literature suggesting that there is a positive and signification correlation between employees' motivation and communication openness within the organisation. Additionally, Conrad (2014) discusses in their paper that free communication also positively affects the employees' empowerment and loyalty as it also enhances employees' job satisfaction levels. Communication openness in the organisational culture promotes a strong bond and cooperation among employees and management.

Additionally, it has been observed during the interviews with employees of the participating company that all the employees have equal knowledge and information regarding the company performance management as they all acknowledged that they have a free hand to openly communicate with upper management. However, it seemed that open communication fosters a transparent organizational culture with a high degree of information accuracy for all employees. Similarly, it has been illustrated by Hofhuis et al. (2016) that the integration of open communication in the organisational culture facilitates the exchange of information and ideas among employees.

On the contrary, the literature indicates that lessened communication openness within the organisation may cause obstacles to organisational progress and development (Conrad, 2014). For instance, employees feel isolated and alienated in the workplace with an impaired communication culture. In addition, Ramadan and Martinus (2016) articulated that lessened communication may have resulted in a distressing working environment as they further explain that constraint communication is linked to low employee productivity as well as destructive or stressed employee behaviour. However, destructive employee attitudes cannot bring the desired outcome for the profitability of the company.

According to Marasi & Bennett (2016), communication openness fosters direct communication between employees and management as it also promotes a feedback system which is vital for the overall organisational functioning. As one of the participants responded "The exchange between me and my manager is very good. From both sides, not so hierarchical" (interviewee TASO). According to Ramadan and Martinus (2016), the feedback system is the most effective element of open communication. As the author further elaborated providing or asking for feedback from employees enables the management to get desired outcomes from a particular project by managing employees' performance during the execution of the project. Correspondingly, one of the participants responded "I rarely receive any feedback regarding this. For me as an employee it was relatively easy. You just receive a link; you know what to do "(interview MAKE). Literature also supports the qualitative study's findings as Alqattan et al. (2018) articulated that feedback systems within the organisation enable the management to align workflow accordingly to business strategy to achieve common organisational goals. Additionally, the author illustrated that a feedback system assists managers in regulating direct or modifying employees' behaviour and aligning with business strategy. Correspondingly, Sias & Shin (2019) illustrated that elements of free and open communication including information exchange and feedback systems foster employees to modify a better sense of direction and path to give better performance for the overall organisational profitability.

Based on the study's qualitative findings and literary evidence, the author can reveal that free and open communication within the organisation is directly linked with improved employee productivity and enhanced organisational performance. It has also been reviewed that communication openness contains several advantages in terms of both employees and organisations. Inclusively, it has been analysed that communication openness fosters a transparent organisational culture and promotes mutual understanding among employees and management. Additionally, it has also been studied that lessened communication between management and employees may result in poor employees as they are not clear with their tasks and duties or are not informed regarding the business strategy. However, constrained communication in the workplace makes employees feel isolated and alienated. Whereas

communication openness promotes effective team collaboration as well as cooperation among employees and management. Hence, it has been analysed that a free and open communication system plays a crucial in the overall organisational performance and it positively impacts the employees' performance.

Literature indicates that feedback and support system has now become essential management tool because it serves as motivational factors to boost employees' productivity. According to Mone and London (2018), feedback plays a vital role in the execution of a performance management system as it assists the managers in executing correct, adequate and accurate work behaviour of employees based on the provided information by the employers. Correspondingly, a participant responds "I think that feedback is better than just a standard process of management system" (interview MAKE). In addition, Aguinis (2019) states that employees can also get personal guidance from managers through the feedback system. The author further explains that feedback can be defined as a process of improvement in employees'' performance.

In the earliest times, employees received passive feedback; however, the organisational hierarchy has now become modernised, and the feedback system has become simpler than before. Now the employees are receiving or giving direct feedback from their peers, managers, supervisors, and upper management (Rasheed et al., 2015). Literature also supports the qualitative findings as Aguinis et al. (2012) explain that support from employees in terms of honest feedback plays a vital role in the execution of performance management. Additionally, it has been suggested by Aguinis (2019) that management should encourage employees to have free communication and ensure flexibility as they can freely and openly provide honest feedback. Hence, it has been reviewed based on the descriptive study's findings and existing literary evidence that feedback and support from managers or employers play a key role in the accurate and effective execution of performance management.

Moreover, the execution of performance management can only be achieved through feedback provided by the managers. The employee performance feedback given by the manager is of significant importance. This was evident in the study conducted by Chur-Hansen, A. and McLean, (2016), discussing that open feedback should be provided by the managers to the employees on their performance. The feedback helps the employees in focusing on the area that further nee attention. Upon the analysis of another research by Steelman, L.A. and Wolfeld, (2018), on the role of feedback by the managers in performance management. The result obtained highlighted that feedback given by the managers helps in determining the road-blockers and removing them. So that the employees can reach their targets and objectives. Along with this, feedback also plays a critical part in strengthening the employee and manager relationship

as well as peer-to-peer relationships. On the other hand, feedback also opens the door for better communication of employees with managers. When they receive feedback, they reach out to the manager to discuss it and develop a plan through which improvement can be achieved (Moon, 2019). This point was also supported in an interview in which it was stated that "Feedback provided by the manager at the end of each month has opened a platform for us all the employees to share our concerns and form targets through which the company's goal can be achieved" (interview DARO).

The feedback from the manager also plays a supporting role in the continuous development of the employees in the organisation. Stavrou, E. and Ierodiakonou, (2016), discussed that managerial support is of various forms involving effective communication among the workers and management. The manager creates a supportive working environment in which the employees are involved in the essential decision-making process. Furthermore, the aspects of support and feedback are associated together. Through the feedback from the manager either positive or negative on the employees, performance serves as support from the manager to help them achieve difficult goals (Tymon et al., 2018). The importance of managerial support was stated in an interview "Our manager inquiries regarding the goals and tasks first to support us in smoothly achieving them. This ensures that all objectives being completed are as per the organisation's regulations" (interview ERJA). Furthermore, it was also evaluated that support and feedback are major aspects of successful organisational leadership. As providing the employees with feedback on their performance and appreciating them for their efforts. This results in increased satisfaction of employees towards their employers (Bhatnagar, 2017). While supporting the employees in developing themselves, achieving goals and taking decisions the managers directly result in an increased employee retention rate (Luthans and Peterson, 2018).

A flexible working environment is the most common strategic approach which is increasingly adopted by employers globally to manage employees' performance effectively. Literature indicates that in the last few years, several employers have been offering flexible working to their employees to align their working attitude to common organisational goals. It has also been observed that employers are also taking advantage of such opportunities; however, it is also acknowledged that flexible working is also beneficial for employers for the execution of performance management. Flexible working conditions have gained considerable attention from several scholars in terms of organisation and individual performance. Literature suggests a strong correlation between organisational flexible working environment and individual performance. It is acknowledged that there is a positive correlation between a flexible working environment and individual performance management.

Moreover, a systematic study reviewed a business case regarding the flexible working conditions and individual performance revealed that a flexible working environment is an inexpensive approach for employers whereas popular among employees (Conrad, 2014; Gruman and Saks, 2017). The author further concludes that this approach fosters a positive influence on individuals' performance. This fact is also supported by a meta-analysis study which also found a positive correlation and association between flexibility and employees' working attitude as it promotes work-life balance. The way organisations operate their business functioning is the key driver of overall organisational performance. Additionally, the literature suggests that the aspect of flexibility and individuality has now become the most reviewed topic in academic articles in terms of both organisational as well as employee performance. The term flexibility refers to organisational structure, working environment, and enhanced productivity. Correspondingly, Estrada-Torres (2017) articulated that advanced performance management highly requires flexible working arrangements to align the employees' working attitude to the organisational goals and objectives. In addition, Casalino et al. (2015) suggested that employers who are willing to maximise organisational productivity should consider flexible working arrangements. Literature indicates that flexible working arrangements bring several benefits for employers to effectively maintain performance management.

Furthermore, the capability to embrace and adapt to change is the key driver to maintaining organisational effectiveness and competitiveness in the market. In addition, Dastranj et al. (2019) suggested that employers should maintain flexible performance management while ensuring the aligned employees' performance to organisational goals and objectives. The author further explains that employers and employees should be allowed to design their performance management systems. Additionally, Yadav (2014) elaborates that flexible working arrangements are more likely to encourage or motivate employees to embrace change. It has been reviewed that flexible working arrangements improve the overall performance of the organisation boost employees' productivity and encourage working behaviour. An experimental study conducted by Estrada-Torres (2017) reviewed a business case in which a better-performing team were reporting late project delivery and diminished quality. However, it is acknowledged that employers embrace some technological advancements while offering flexible working arrangements resulting in improved employee performance to meet the business needs. In addition to this, Casalino et al. (2015) elaborated that performance management is a business process that helps to evaluate and monitor to ensure the achievability of business goals. Although, Yadav (2014) claims that the traditional approach of performance management contains several repeating actions; however, the advanced systematic approach to performance management is more flexible than ever before. Furthermore, Dastranj et al. (2019) illustrated that flexible working arrangements allow individuals to set their own goals.

Performance management systems have been in the limelight of business studies for the last few years and have proven consistently important in overall organisational effectiveness. In addition to this, Helmold and Samara (2019) elaborated that the importance of a strong performing culture for boosted organisational productivity cannot be neglected. The author further explains that effective and flexible performance management is the reflection of a company's culture. The term company's culture is defined by several authors as scholars state that the combination of organisational hierarchy and employees' attitudes and working behaviour is known as organisational culture. The study's qualitative findings indicate a supportive organisational culture of the participating company as one of the participants responded "The main aspect is the leading culture to not let people drift away. You have to challenge them and support them. You have to be fair because if the culture is not good, the good people will leave, and the lower-performing ones stay. It is very important to keep the good people, also that they can coach the weaker ones and help them to catch up" (interview BRZA).

Furthermore, Schrage (2019) claims that an organisation with a strong culture is the key driver of successful business as the author further elaborated that organisational culture poses a significant impact on the employees' performance. In addition, an organisation with a strong and engaged culture are more likely to have a flexible performance management system. Additionally, Hristov et al. (2021) illustrated that a flexible performance management system encourages employees to perform their best. Inclusively, it has been analysed that a company's culture and performance management are linked with each other. Correspondingly, one of the participants responded "The assessment of the employee performance is a formal thing, it should be foreseeable for the employee and the manager. But it's part of the feedback culture" (interview ANMA).

Furthermore, the study's qualitative findings indicate an engaged organisational culture of the participating company as one of the participants responded "with our social media presence on LinkedIn or Instagram, Facebook, and so on. This way we are more present for the employees. Even in a mood of change. Now with the circle move, there will also be a new culture here" (interview TASO). Literature also supports the qualitative findings of this study as Shet et al. (2019) articulated that employees are always seeking a culture where their ideas are ascertained and feedback is valued. The author also concluded that a strong culture unifies the employees and assists the employers in aligning their working attitude with business goals and objectives. Similarly, Ahenkan et al. (2018), explained that a strong company culture where all the employees are familiar with their duties and organisational goals; though, it will result in an effective performance system.

The term financial rewards refer to all the monetary rewards given to employees by employers when employees surpass their expected target. Meade (2021) explains that a rewards system is one of the fundamental functions performed by Human Resource Management in the execution of a performance management system. The author further explains that HR managers evaluate employees' performance in terms of their capability, productivity and working management skills and then reward them accordingly. Furthermore, Aguinis (2019) illustrated that financial reward is the encouraging factor that leads an employee to perform better while ensuring higher job satisfaction and motivation levels. Correspondingly, one of the participants responded, "It was the case that the bonus was paid according to the own performance" (interview ARGA). Additionally, another participant responded that "a performance-based rewards policy is the most effective approach to getting desired outcomes in terms of increased employees' productivity and improved organisational performance" (interview ERJA).

Financial rewards and incentives play a key role in the execution of performance management. In addition to this, Budworth & Chummar (2022) illustrated that financial rewards propelled employees to do extra work against their assigned tasks; though, we can say that it is a motivational factor to boost employees' performance. Moreover, Adivar et al., (2019) articulated that incentives are the external inducement that leads an employee to perform better to meet the stakeholders' expectations. The author further elaborated that only satisfied employees are encouraged to give exceptional performance. In addition, Glas et al. (2018) describe that incentives are the moral method employed by HR managers in the execution of a performance management system to motivate employees. The author further concludes that incentives are an effective approach to boosting employee productivity and improving performance.

According to Korenková et al. (2019), financial and non-financial rewards are two opposite types of incentives. Financial incentives can be in the form of bonuses and salary increments whereas non-financial rewards are promotion, recognition, work security and achievements (Bhuiyan et al., 2020). Murphy (2020) claims that financial rewards and incentives are the most effective approach to encourage employees to perform their best. The qualitative findings of this study also support the literature as one of the participants responded "When there is a financial incentive, one is probably a bit more motivated. I think that also depends on the job" (interview ERJA). Similarly, a comparative study conducted by Bhuiyan et al. (2020) revealed that financial rewards are more significant and influential as compared to non-financial rewards. Though, performance management in terms of financial rewards is the key motivation for employees as well as for stakeholders to modify the employees' behaviour in a way to get desired outcomes.

Several scholars study the positive impacts of financial rewards in the execution of performance management systems; however, there are very few studies that analyse the negative impacts of financial rewards in the execution of performance management. Concerning this, Audenaert et al. (2019) claim that financial rewards are only influential for a short-term period whereas non-

financial rewards derive long-term effects. Additionally, Korenková et al. (2019) highlight that one of the major disadvantages of financial reward is its high costs and short-term effects on employees' performance. Similarly, one of the participants responds "Of course it also has disadvantages, but at the end of the day as a manager, I have to divide anyway, which at the moment is more of a gut feeling without a tool. So, from my perspective, that was a wrong decision" (interview MAHA). Additionally, Aguinis (2019) elaborated that misaligned incentive is another negative impact of financial rewards during the execution of a performance management system. However, an inadequate alignment of financial rewards while the execution of performance management poses negative impacts on the overall organisational effectiveness.

According to Budworth & Chummar (2022), the major drawback of financial rewards during the execution of performance management is its short-term impact as the author concludes that these rewards are often inconsistent. For instance, unfortunately, the company did not get sufficient profits in a particular year; however, employees gave their 100% performance and became eligible to get financial rewards. However, such stances negatively impact the employees' morale and motivation level and might result in decreased employee productivity in future projects. In addition, Glas et al. (2018) claim that such circumstances may also lead to conflict within the organisation. The study's qualitative findings also support the literature as one of the participants responded "The motivation for the employees should not be the financial incentive but the responsibility. Other topics motivate you to work well. Team spirit, that you can participate, that you can make a difference, that you maybe get promoted, which in our small team is less possible, but it should not be the financial reward that makes you work well" (interview JARE). Hence, it has been reviewed that financial rewards are not the only source to get employees to motivate to work harder; however, it also depicts some negative aspects of the execution of performance management.

Inclusively, it has been evaluated that financial rewards pose both negative as well as positive impacts during the execution of a performance management system. It has been analysed that financial rewards are more significant as compared to non-financial rewards. On the other hand, the qualitative findings of this study revealed that financial rewards are not the only motivators to encourage employees to perform better. However, there should be non-financial rewards to encourage employees and derive long-term results. To conclude, it can be summarised that a performance-based rewards policy is the most effective approach to getting desired outcomes in terms of increased employee productivity and improved organisational performance. Hence, it has been evaluated that financial rewards and incentives play a key role in the execution of performance management.

The performance management system of the organisation is a systematic process conducted to identify the internal issues which diminish or have direct impacts on the overall organisational performance. Additionally, Esterhuizen (2017) elaborated that a performance management system facilitates human resource management to implement effective solutions to eliminate the hurdles or issues which are the major cause of diminished responsibility. It has been studied while reviewing the existing literature that performance management plays a vital role in organisational performance as it assists the company in evaluating employees' performance and is also helpful in modifying the employees' behaviour accordingly to the company's vision and mission. The study's qualitative findings, as well as the literature, indicate that the performance management system is the key driver for an organisation to accomplish its mission and vision.

On the other hand, the process of improvement is essential to make suitable changes in the performance management system to respond to internal and external influences. In addition, it has been stated by Ermawati and Syahlani (2021) that continuous performance improvement assists the management in promoting team engagement that leads the organisation to get the desired outcomes. The study's qualitative findings also support the literature as one of the participants responded, "Performance management system of our organisation changed last year" (interview PANA). The findings show that companies modify their performance management system over time to meet both employees' and stakeholders' expectations. In addition to this, Maley et al. (2020) illustrated that embracing change is the fundamental requirement for companies to ensure growth and sustainability in today's modernised world. The author further articulated that there is a need to be more advanced to address the changing market requirements which have a significant impact on the overall business operations.

Moreover, it has been studied that process improvement must be part of organisational culture to define or describe how things should be done. Concerning this, companies will not receive growth without the execution of an effective performance management system; however, it is acknowledged that effective execution of a performance management system is a challenging task for human resource management which is the major reason for operating an ineffective performance management system within the organisation. Though, different categories or themes have been developed based on the collected description of this study to identify how a firm could improve the process of its performance management system of the company. Hence, the following are the key factors that must be considered by the companies to improve the process of the execution of a performance management system.

The element of support in the improvement process in the execution of performance management refers to support and guidance from senior management to junior employees

(Alsufyani and Gill, 2022). Literature suggests that support and guidance offer a wide range of advantages in terms of enhancing a strong bond between employers and employees. This practice or process for the improvement of the performance management system is often recommended for newly hired employees so they can immediately get familiar with the performance standards of the company. However, Ahmad & Murray (2019) elaborated that the element of support and guidance is not applied to the old employees; although, the author mainly emphasised the new hiring within the organisation. Additionally, the study's findings indicate that support and guidance are the elements to improve the process of the performance management system. Correspondingly, the literature also supports the descriptive findings of this study as Bredmar (2017) articulated that this can also be categorised as training and development for the new hires as well as for the old employees to get familiarised with the working culture of the company. Inclusively, it has been found that the concept of modernisation as the improvement process plays a key role in the effective execution of a performance management system. Similarly, Kroll et al. (2018) illustrated that integration of modernisation in terms of integration of information technology significantly impacts the execution of performance management. The author further illustrated that integration of information technology in the business operation including performance management benefits the firm in terms of increased employee productivity as well as increased organisational profitability. Eventually, the qualitative findings of this study support the existing literature that the adoption of modernisation to performance management is not only beneficial to ensure the effective management of employees; however, but it is also beneficial to ensure effective team engagement within the organisation. However, it would not be wrong to state that modernisation as an element of process improvement plays a vital role in the effective execution of a performance management system.

According to Adivar et al. (2019), performance management is a process in which employees, employers and management work together to plan, evaluate and review the accomplishment of objectives. The simpler the procedure is, the more easily it can be done. In addition, Budworth & Chummar (2022) explains that a good performance management system is that which is easily understandable by the employees to understand their roles and expectations so they can work accordingly. On the other hand, the complex performance management system may diminish the employees' productivity and performance (Aguinis, 2019). Correspondingly, one of the participants responded "In my opinion the performance management system of our company, I mean the overall strategies are difficult to identify" (interview MAHA). Additionally, another employee also responds "It is a complicated process" (interview MAJA). The literature also supports the study's findings as Meade (2021) suggested that employers must take valuable time to ensure that all the employees share a common organisational goal and work; accordingly, however, it is possible when the management undertakes a simple and continuous approach to improve the execution of performance management.

Additionally, Schrage (2019) explains that if the company follows a continuous improvement approach to navigate or integrate modernization in the performance management system; though, usually, it usually results in a more complicated process. Correspondingly, one of the employees responded to his company's performance management system the participant stated "As complicated, as time-consuming. As very detailed. I think we don't differentiate there. It's just complicated and time-consuming" (interview PANA). However, the findings of this current study revealed that a detailed and long process performance management system was found to be complicated for employees. Concerning this, a participant responded "We had to fill in an x-pages long questionnaire. The process was not clear, it was sent back and forth and when it finally reached HR, too much time had passed" (interview TASO).

Inclusively, simplification is an effective element of the improvement process for the effective execution of performance management. In addition, it has also been suggested by Helmold and Samara (2019) that companies must follow the aspect of simplification in the performance management system as the goals and objectives are easily understandable by all employees. Correspondingly, one of the participants responded, "I think the process of performance evaluation of employee must be developed more simply now" (interview JARE). To conclude, it can be summarised as a performance management system is the key function performed by HR management to evaluate the employee's performance throughout the year. Therefore, there is a need to undertake a continuous process of improvement to make the process simpler; though, it will easily be understandable for the employees to perform their roles and expectations so they can work accordingly.

9 Contribution to Knowledge

This chapter outlines the contribution to knowledge. The key findings have allowed the author of this study to develop the Reflexive Performance Management Model, which is described in detail in this chapter.
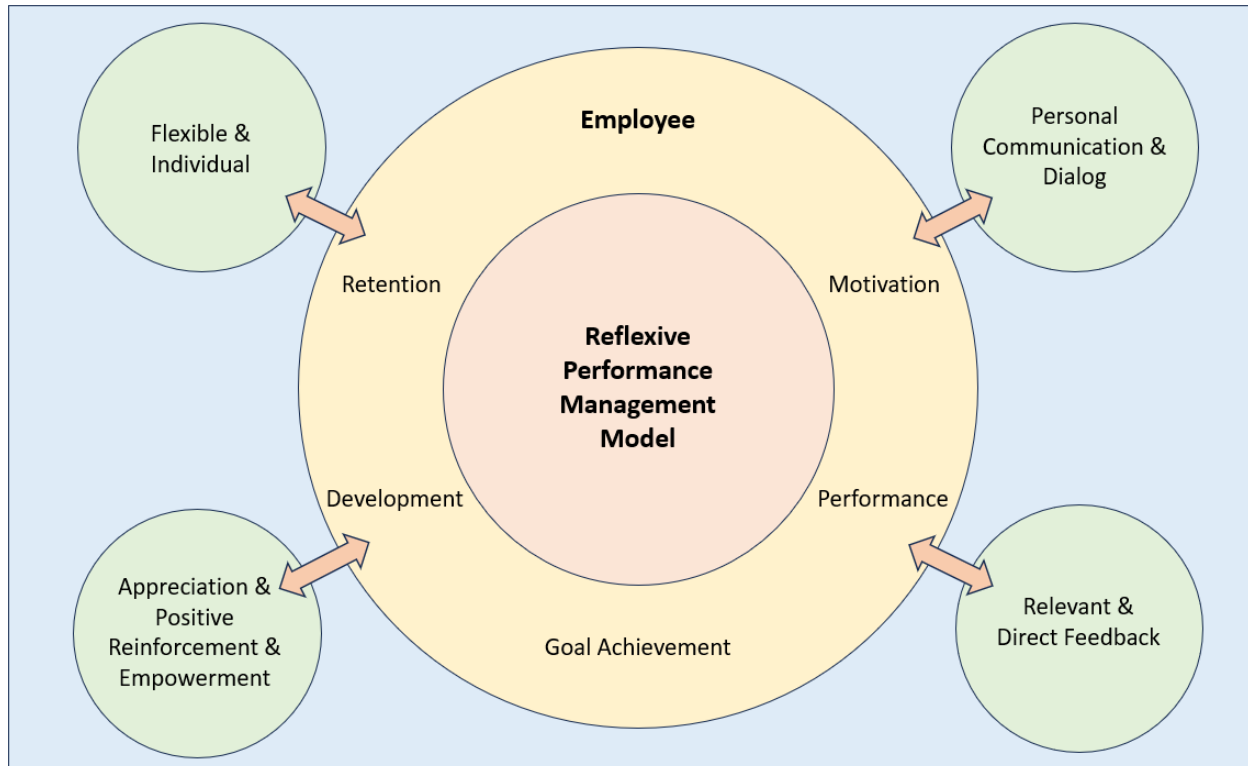

Figure 11: Reflexive Performance Management

Source: Own representation

9.1 Significance of Reflexive Performance Management for Human Resources

In light of the established understanding that performance management is pivotal for organisational success (Pulakos et al., 2019), this study introduces a novel perspective through the concept of "Reflexive Performance Management." It emphasises the centrality of the employee in achieving objectives such as motivation, performance enhancement, goal achievement, development, and retention (Mohammad et al., 2021). Contrary to traditional approaches, the model presented here integrates both the traditional and modern elements of performance management. This research makes a truly significant contribution to business knowledge through the development of the Reflexive Performance Management model. By underscoring the vital importance of personal communication, direct feedback, appreciation, positive reinforcement, and employee empowerment, the model positions these human-centred factors as core drivers of performance management success.

The statement indeed emphasises the importance of human-centric factors in performance management, such as personal communication, direct feedback, appreciation, positive reinforcement, and employee empowerment. However, it does not necessarily imply a complete disregard for financial factors or traditional performance management elements. Instead, it suggests a reorientation or rebalancing where the traditional aspects are integrated with modern human-centric approaches (Ghouri et al., 2020). This integration acknowledges the significance of financial considerations while also recognising the pivotal role of human factors in achieving organizational success. Therefore, while human-centric factors are highlighted as core drivers of performance management success, it does not necessarily mean a complete shift away from traditional or financial considerations but rather a more balanced and integrated approach. Where many previous frameworks adopt a more procedural approach, this model advocates for a reflexive approach where each employee is seen as a unique individual (Ghouri et al., 2020). When these tailored interpersonal factors are mutually reinforced between manager and employee, the research posits a dynamic partnership can form.

This collaborative working relationship optimally aligns both parties toward the achievement of shared operational and career goals. By focusing holistically on the whole employee experience, the Reflexive Performance Management model offers organisations a pathway to not only boost key metrics but also cultivate highly engaged, high-performing workforces (Brown et al., 2019). Its emphasis on two-way communication and reciprocal growth opportunities sets a new benchmark in the evolving discipline. Moreover, the study addresses the need for flexibility and individualised feedback, acknowledging the changing landscape of the modern workplace. By

aligning individual and team goals with organisational objectives, the Reflexive Performance Management approach ensures a fair and just organisational environment, crucial for talent retention (Townley, 2019). The model highlights the role of communication and dialogue between the employee and manager in achieving the set objectives, making a distinctive contribution to the understanding of the evolving nature of performance management.

9.2 Traditional Techniques of Performance Management

On the other hand, the study has provided knowledge about different types of traditional performance management techniques which would help the readers of the study learn the significance of the Balanced Scorecard as its implications have raised awareness of financial evaluation, customer satisfaction through feedback, internal processes, and measurements for growth and learning within the organisation (Shields et al., 2023). It has been determined that all of these elements have presented several qualitative metrics for evaluating the organisation's services' overall quality and the quality of the services they provide.

By setting individualised goals focused on objectives like specific sales targets, deadlines or profitability metrics, the use of Management by Objectives enables managers to work collaboratively with employees to develop crucial tools for driving performance (Sarram & Ivey, 2022). According to the model, the MBO process typically involves regularly scheduled objective-setting and status review sessions conducted through open communication and dialogue between the employee and their supervisor. This process occurs regularly on a flexible schedule tailored to individual roles, such as quarterly, semi-annual or annual touchpoints (Helmold and Samara, 2019). This is followed by the reflexive process in which the individuals reflect on their own actions, as a consequence of which they articulate the outcome. After each predetermined period, progress is evaluated collaboratively based on outcomes and two-way feedback to identify additional development or coaching needs. This ongoing cycle aims to reinforce employee motivation, performance and empowerment through appreciation, positive reinforcement and opportunities for growth, promotion or increased responsibility based on demonstrated competencies and contributions.

According to Thomson (1998), inspiring the workforce is the most crucial instrument a manager can use to develop and attain future-focused objectives. The study emphasises that to get the desired results, a manager must be able to instil in staff members a sense of vital commitment and a desire to contribute to organisational goals.

Within the model's framework, managers play a key role in facilitating the achievement of company objectives by guiding and steering employees' efforts through ongoing reflexive dialogue. This two-way communication allows managers to understand how best to support individual needs and goals while also empowering employees to directly influence their work. Developing skills and capabilities are equally as important - the research showed organisations must continuously reinforce learning and development to allow every staff member's potential contribution to grow over time. Performance management and personnel administration are also intertwined, as the model depicts employee success stemming from a variety of interconnected factors like recruitment, on boarding, career development planning and transparent feedback cycles. This interconnection between performance management and personnel administration can be explained with the help of social exchange theory. Based on social exchange theory, it is evident that employees and organisations have a reciprocal relationship. According to the social exchange theory, employees develop certain expectations from their organisations, based on the fulfilment of which employees modify or enhance their performance. This theory explains the relationship between performance management and personnel administration.

Personnel Administration is the part of administration which is concerned with people at work and with their relationships within an organisation (Thomson, 1998). It refers to the entire spectrum of an organisation's interaction with its human resources from recruitment activity to retirement process. With the help of appropriate personnel administration practices and policies, the organisation can improve its interaction with the employees. This can help in the establishment of a positive relationship between the employees and the organisation. According to Cicciù et al. (2020), an effective personnel administration can help to increase employee's loyalty to the company and their productivity, which in turn helps in the improvement of performance management. According to the parameters of social exchange theory, employees tend to return what they receive from an organisation, hence if the employees receive better organisational interaction as a consequence of effective personnel administration, it can be assumed that this will improve their performance. These all collectively fulfil core HR administration responsibilities while motivating retention through a feeling of empowerment, reinforcement and partnership with their direct managers.

The Reflexive Performance Management model thus holistically portrays how performance evaluation is intrinsically tied to broader talent management (Cicciù et al., 2020). Its emphasis on personalised communication channels between managers and their teams cultivates motivation by addressing the whole employee experience.

Employees are kept in the organisation with excellent retention rates thanks to remuneration and effective payroll generation. Giving them a wage and a payroll that makes sense is crucial for preventing productivity loss.

The research found that while a traditional annual appraisal process can be a useful tool for gathering strategic information to inform decisions around promotions, compensation and attrition, it lacks the flexibility and ongoing feedback emphasised in the Reflexive Performance Management model. The model depicts managing and guiding employees not through strict control but by cultivating motivation, empowerment and partnership through regular transparent dialogue (Sarram & Ivey, 2022). This allows for a variety of motivational strategies tailored to individual needs and strengths. The study acknowledges an optimum balance of formal and informal interchange is required. Factors like the "Crony Effect" that introduced perceptions of bias were also examined (Barreto et al., 2022). However, within the model's framework, these distortions can be mitigated through its emphasis on personalised communication cycles occurring frequently and independently of hierarchical relationships or status. This customised approach focuses evaluation equally on all contributors, reinforcing meritocracy and maximising performance management's impact.

Furthermore, several factors defined by Smither (1998; Cited in Grint, 1993) in which the impact of the social factors have been examined within the context of the performance management system. A noticeable criticism has been made that the performance is not examined in the desired manner because of the influence of social characteristics. This factor has resulted negatively because women were given low appraisals as compared to men. After all, the social standards and different issues associated with ethnicity were also determined (Shields et al., 2023). Based on this, the Veblen Effect due in which consumers buy higher price products despite similar products with low prices being available in the market has been introduced by which different standards were introduced and no such influence of the social characteristics was determined (Chenavaz and Eynan, 2021). This factor has reduced the criticism for the HCM as well by which all the employees were treated accordingly, and rewards were given based on their performance.

The author makes the case that organisations must take into account the fact that some teams are geographically scattered and that some managers do not work side by side with their direct reports when building performance management systems. Additionally, a lot of employees have flexible work schedules and might not put in the same number of hours as their supervisors. The idea of flexible work hours allows employees to work when it is most convenient for them,

which also increases production (Kolasa et al. 2021). On the other side, this restricts their ability to directly coach and provide feedback to their staff.

9.3 Improvement of Performance Management

This study also demonstrates the fact that every year HR departments discuss improving their performance management systems, and at any given time, at least one-third of business organisations are reviewing or redesigning their programs (Zerbino et al., 2021). The research found that the organisations of the selected participants utilise a cyclical plan-check approach within performance management as depicted in the Reflexive Performance Management model, which helped in the improvement of performance management within those organisations. This involves managers collaborating with their teams to define agreed-upon work and goals, with regular check-ins to assess progress versus objectives through open discussion and feedback exchange. This two-way dialogue supplements a formally documented annual cycle with frequent informal check-ins, capturing progress against multiple criteria rather than a single holistic rating. Metrics gathered through regular tailored communication are then utilized for merit-based outcomes like compensation adjustments in keeping with the model's emphasis on motivation and empowerment. The flexibility to collect multi-faceted feedback at personalised review intervals reflects the model's customised focus. This approach reinforces the model's portrayal of performance management as an ongoing partnership grounded in mutual understanding between managers, employees and the organisation's strategic aims.

The researcher further claims that several studies have confirmed that overall employee productivity increases when the company's strategic goals and employee goals are aligned. They say that to retain motivated individuals, the employee's responsibilities must be linked to the corporate strategy. There is no mention of a continuous feedback culture. Walker (2001) tried to predict the future of performance management systems. The author posed the question of whether anyone would still care about performance management in 10 years. The author answered the questions with an unqualified yes and argued that executives are giving more attention to performance management as they recognise that it is the road that leads to higher productivity.

Furthermore, the researcher has also defined various factors associated with the issues of the traditional performance management system. Traditionally, there were no such factors present by which past performance could be used to decide future developmental performance. This factor has resulted in different ambiguities for the line manager because no such factors can be used to

enhance the overall performance of the individual (Awan et al., 2020). This has caused different issues because no such factors were present to determine the level of bias within the decision-making system and no such interventions could be used to determine whether a fair appraisal is being done or not (Mott, 2018). It has been further analysed that all these factors have resulted adversely among the employees and a level of anxiety has been observed among them.

10 Business Application and Conclusion

This chapter has focused on the business application and the overall conclusion of the conducted study to assess and discuss the contribution of the entire analysed notion to the existing business world. Based on previous chapters, it efficiently explored the significance of traditional, as well as, conventional performance management techniques in the area of Human resources and drew a concrete conclusion in this chapter.

10.1 Summary of Findings

The central emphasises of this research was on exploring the perception of employees, managers, and HR on the current application of the traditional performance appraisal process while they transition to a Reflexive performance management model that includes more elements of a continuous feedback culture. After conducting an in-depth analysis, findings unveiled that the conventional performance management method accumulates crucial information that can be utilised for decision-making operations including rewards or incentives, making it a significant instrument for motivating staff as well as an effective technique for managing and controlling them. Likewise, research findings revealed that managing and controlling employees might be accomplished through a variety of strategies as well as by using tactics and incentives that encourage motivation. Employers must be controlled, which demands good managerial abilities. Nevertheless, it was also discovered that timely feedback must be given following the accomplishment. From the feedback of the respondents collected, it is identified that the operation of the functions of human resources are important as they encircle several aspects from employee education, to payroll, from IT to employee support all of this is supervised and comes under the Human Resources Capital Manager. A procedure that strikes an equilibrium between continuous feedback and the official periodic assessment was discovered from a wider viewpoint.

The findings further revealed that while traditional annual performance reviews provide important strategic data, modern work dynamics necessitate adaptation. The Reflexive Performance Management model emphasises flexibility and frequent two-way dialogue to address the realities of distributed teams. The realities of the distributed teams in any organisation refer to the unique challenges that these teams can face. This can include challenges associated with communication and effective coordination.

Moreover, it has been seen that distributed teams often have employees from different cultures which adds to cultural diversity. This can affect the performance and collaboration of the team (Grondin, 2019). As highlighted in the research, many firms now operate with geographically dispersed groups and managers who do not work alongside direct reports daily. Additionally, flexible work arrangements have become common, preventing standardised hour metrics and direct supervision. Flexible working environments are mostly associated with remote working which means that employees work from their homes. In the context of direct supervision, is done by physically observing the employees. Flexible working can prevent direct physical observation by providing an alternative to remote work. In some cases, employees have the flexibility to arrange their work schedules which can prevent standardised hours metrics. Moreover, flexibility is associated with the quality of the outcome produced and hence can decrease or increase the amount of hours worked (Farooq et al., 2019).

However, the model outlined how regular collaborative check-ins addressing diverse, individualised objectives can still be achieved through remote communication channels. This aligns performance management with the realities of today's dynamic workplaces while maintaining its valuable strategic role through the personalised and frequent knowledge exchange depicted. The research determined this customised approach, as represented in the model, ultimately increases employee productivity, engagement and functioning as a high-performing team despite physical barriers - supporting adaptable processes over rigid structures.

In comparison, one of the participants in the responses expressed, that the innovative way of feedback is practised in the conventional appraisal meeting through which minor conflicts or issues get resolved on the spot and do not become a critical issue. Results from the literature by Farooq et al. (2019), suggested that as a result of a wide range of problems associated with the performance measurement platform, various concerns related to unfairness were identified. The performance management system-related element has highlighted the problems with the system, where frontline supervisors were given preferential treatment over human resource executives. Conflicts arise as a consequence, and the performance management system is not used effectively. Due to fundamental problems inside the company that have diverse effects on the corporate mechanism, the performance assessment framework has been identified as a problem. As a consequence, workers are not credited for their achievements, and the desired goals are not attained.

On the contrary, findings from the literature indicated that the significance of the Halo Effect supports the perspective that an individual's performance entirely on how others perceive their qualities (Kim et al., 2020). linked to the performance assessment system has been extensively

underlined through the review of in-depth literature. This method was implemented when a particular criterion was created and the problems with the performance management method were well handled. As the study of Reinsberg et al. (2021) additionally states, the consequences of the Crony Effect have been examined, allowing for the mitigation of the inaccuracies brought on by concerns with personal connections and partiality in the performance management system.

To a similar extent, results from the analysis indicated that a 360-degree feedback technique frequently supports the traditional performance review procedure. A strategy that seeks to gather input on one worker from numerous sources is the 360-degree feedback procedure. This is an extra component of a much more comprehensive paradigm for performance management. Since performance evaluations in appraisals were frequently unreliable or did not seem to be a fair reflection of an employee's real performance, a fundamental problem immediately emerged. Also, from the interviewee's reply, it is identified that the organisation is now moving toward a feedback system in which each of the employees is given a feedback form, they have to fill that form and through it, employees can identify the strengths and weaknesses of it. The decision about the employee appraisals is taken based on the form of evaluation done by the employees themselves. This not only includes transparency in incentives but also helps an organisation to make accurate decisions. This was largely caused by managers' prejudices, which make it challenging for them to remain impartial while evaluating the performance of their employees. On the other hand, findings from the literature reflected that it might be challenging to determine a person's percentage of the outcome. It can be difficult to tell if an outcome was the product of an employee's competence and effort or other, larger influences.

In response to the question of what is improving, the findings suggested the elimination of enforced evaluation and the substitution of greater routine sessions for yearly evaluations. The results mainly analysed the reasons for the necessity of performance evaluations. Companies have to understand who their greatest workers are, and they also want to let their staff members know how they are performing so they can decide whom to award. The findings further highlighted that for a better performance assessment procedure, frequent evaluation sessions must be conducted to solve the issue relevant to performance management, as it would give staff additional mentoring and evaluation. However, it is still a challenge for supervisors to truly coach their staff members and do it successfully. The majority of businesses handle this issue by giving managers more training on how to coach their staff and by employing scripts to assist managers in conducting review sessions.

In comparison to the findings of the literature, it was disclosed that historically, the performance assessment system's effects have been dependent on the corporate cultural settings and have been

directly linked to general corporate efficiency (Wahyuni and Irawan, 2020). It has been determined that previously, businesses have established various goals for their workers to meet to quickly assess their progress and deliver incentives in line with it. This was seen to be the most official method of reviewing employee productivity. Additionally, the findings showed that while businesses often utilise performance assessment systems to evaluate just the efficiency of their staff, no similar measurements are currently in place that might be utilised to have crucial toolkits to identify their staff members' inadequacies.

While traditional annual reviews aim to optimise aggregate results, the model emphasises personalised communication cycles and empowerment to maximise each person's contribution. Capturing this nuanced understanding through the model's iterative, relationship-focused process unveils specific organisational factors that can be enhanced to better support performance when addressed collaboratively. Whether remote work capabilities, skills gap or other challenges, implementing tailored solutions informed by the model's frequent knowledge exchange stands to strengthen employee functioning, creativity and productivity over traditional annual check-ins alone. Doing so aligns performance evaluation with contemporary dynamics while fulfilling core strategic HR responsibilities.

10.2 Recommendations

This chapter describes the recommendations drawn from the conclusions above. It is explained who the Reflexive Performance Management model can be applied to organizations and a value adding way.

10.2.1 Communication Model

One of the strategies that are highly required in the organisation is the communication strategy implementation. For the organisation, the communication strategy must be implemented and practised in the organisation so that the results of the company policies would be highly effective. Also, the company must think that the communication model should be in favour of the employees and the managers so that all the stakeholders in the organisation would benefit from it. The communication strategies or the models that are only for the employee or only for the senior management will not only demotivate the employees that are working in the company but also decrease the overall productivity of the organisation. It is strongly recommended that organisations looking to maximise sustainable growth implement a robust communication strategy in line with the Reflexive Performance Management model, which is particularly helpful to practitioners in terms of communicating a balanced message about performance appraisal. Regular two-way dialogue between leadership, management and all employee levels is vital to fostering shared understanding and goal achievement.

Rather than isolated annual reviews, the strategy must facilitate meaningful exchanges through customised channels suited to various roles. Both formal and informal interactions should allow input from across the organisation to support staff empowerment. Adopting flexible, multi-directional approaches will better surface motivators, issues and collaborative solutions compared to one-sided policies. To reap enduring benefits, companies must view communication not just as compliance, but as a core talent function (Stacho et al., 2019). Dedicated resources are needed to cultivate dynamic partnerships and cultivate a culture of mutual learning portrayed in the model. Only through such invested, continual knowledge sharing can organisations progressively adapt and unlock the full potential of all stakeholders. Due to this, it is highly recommended that the organisation understands the role of the communication strategy and invest in it so that the organisation can benefit from it (Stacho et al., 2019). The organisation must focus on the betterment of the employee and try to eliminate the communication barrier through which it would gain several benefits from increased productivity to the better and more efficient accomplishment of the goals. From the interview it is found out that conversation and

the tie it takes is one of the problems, the topic of the conversation, and the establishment of effective communication all of this related to the lack of communication practices. This recommendation is suggested in this regard, so by adopting the suitable communication model and incorporating it into the organisational policies the communication established would be effective and ideas oriented.

There are several types of communication which require to be placed suitably in the organisation according to the need. The managers and the leaders need to understand the role of communication in the system or organisation for the effective delivery of the communication system (Gitau & Chebii, 2020). For the communication system to be effective in the HRM area, the system must acknowledge the role of communication in the enterprise so that positive will be gained by the company. Communication strategic inclusion is also recommended in the company because through the incorporation of the communication practices the results would be similar to the swift increase in the profits of the organisation. Communication regardless of its type whether it is verbal, or non-verbal should be positive and effectively integrated into the system (Stacho et al., 2019).

The above recommendation is not just for the establishment of communication, but it also includes the elimination of the communication barriers which could project a negative impact on the whole enterprise. For any company, it is important to think about that what are the communication barriers, identifying them would be beneficial so that a prompt mitigation strategy will be taken in that respect. Without the identification of the communication barrier in the organisation, it is impossible that a solution could be found (Osmanović et al., 2021). While developing a communication strategy based on Reflexive Performance Management, organisations must consider potential barriers to effective message delivery and interpretation. The use of jn or unclear, inappropriate language that hinders understanding should be avoided.

Flexibility is important, as workplace dynamics mean different roles require customised communication approaches. Clearly outlining objectives and allowing space for clarifying questions can help ensure proper comprehension across all employee levels. Special attention should also be paid to how messages may be perceived by diverse audiences. Regular review and feedback collection can reveal where communication may need refining. An inclusive design process involving representatives from various departments may surface potential issues in interpretation or delivery beforehand. Addressing these factors will help optimise engagement and outcomes.

Open discussion, feedback system and other methods are found out through the interviewees which should be adopted in the communication model so that the employee managers, employees and leaders would effectively share values and communication. Without the stream of communication, the conflict among the workers that are serving the enterprise would increase and the results become highly unmanageable, due to which it is recommended to incorporate the communication model into the organisation.

From all the discussion above about the communication model and the strategies, it should be understood by companies around the globe, that focusing and finding out the right communication model for the organisation is important through which employer and employee could communicate effectively, without any hindrances. This will increase the productivity of the employees and the profits of the organisation.

10.2.2 Technology Implementation

Another aspect that is highly important for the organisation to embrace is the adoption of the technology and the strategies and policies that support the integration of the technology. It is recommended that organisations both large and small integrate accessible technological solutions to support effective communication strategies.

There are so many benefits and several areas of technology incorporation in the company through which Human Resources can be managed in a way that would be beneficial for the company. For instance, through the research, it is identified that there is a software through which the analysis of the performance and the effective analysis of the employee performance could be done so that the decision will be made in regards to the incentive or the bonuses (Nasirov et al., 2021). For the company it is important to find out the strengths of strong areas of the employees, and what are the weaknesses or areas of improvement in its employees. Through the adoption of technology, human capital management tasks could be performed most efficiently. Through the technology incorporation, the report is generated related to the employee performance and customised training can be prepared through the results. Decision-making is as identified one of the most important aspects of the company without why the company cannot move forward (Pasban & Nojedeh, 2016). Through the technology incorporated into the company policies related to managing human capital, the decision would be more accurate and more effective.

Technology introduction, in the practices and the activities of the company, not only benefits employee performance by measuring effectively but also provides a way to stand out among the competitors through technology usage (Nuscheler et al., 2019). The integration of the

technological system in Human Resources would be beneficial in also the way that they provide analysis of the employee in a deep critical manner, which also includes finding out about the new employees and what would be their requirements. If employee hiring is effective, then the results will also become better in the productivity of the organisation. Similar to the advanced system incorporation in the business, the analysis of the required talent will also be managed effectively (Chowdhury et al., 2019). The employee then hired through the accurate need, will help the company to achieve its objectives and mission.

It is strongly recommended that organisations adopt technological solutions to support strategic human capital management goals. If employee data is not properly organised through user-friendly software applications, the full benefits of the Reflexive Performance Model cannot be realised. Technologies that securely capture comprehensive profiles including interests, achievements and strengths will better enable customised communication approaches and development planning. This helps leadership and management identify growth opportunities, maximise potential and track progress collaboratively over time. Proper data management paves the way for dynamic talent management reflected in the model.

10.2.3 Communicating with Employees

As it is mentioned in the above recommendation implement the communication strategy and framework, but this recommendation is highly different and used differently. It does not include the implementation of the communication strategy in the organisation, but it includes the behaviour and how the managers and the senior leaders of the organisation act in the organisation with the employees. For the organisation, it is important to think about how the leaders in the organisation are behaving and communicating with the subordinates. For talent management and the implementation of effective practice in the organisation communicating with the employees should include active listening, empathising with them and allowing them to give feedback comes under better communication strategies in the organisation. Employee communication may seem to be important from the senior perspective, but through the studies, feedback is identified as some of the most important aspects and is still practised highly in companies, feedback becomes possible through communication, which is not company profit generation centric, but it should include the grievances, issues and the problems they are going through.

The communication strategy is the first phase of establishing effective communication in the company, but the second phase is the communication understanding of who needs to communicate and what needs to be communicated among the leaders and the employees of the

company. The communication strategy is a must, as, without it, there would be no systematic way (Rukmana et al., 2018). Communication with employees is highly recommended following the study as through communication with employees the negative practices of the workplace get eliminated, further through the communication with the employee the issues in the workplace get highlighted which are very crucial for the organisation to focus upon. The issues of the company in the communication sometimes arise because the leadership style that is being practised in the company is not supportive of communication or open discussion, but in contrast, the dictatorship style is preferred in such scenarios the conflict arises and the overall progress of the company declines (Priyambodo and Nugraha, 2019). Prioritising multi-directional dialogue optimises talent management for maximum impact.

For the organisation to progress in the right way the leadership style that should be merged with the establishment of effective communication is the transformational leadership style. Through the leadership style that focuses on conflict resolution, and emphasises open discussion the communication aspect remains high. Within the enterprise, communication is highly linked with leadership style (Prasetyo et al., 2021). If the leadership style is autocratic then a negative workplace culture will prevail in the organising due to a lack of communication with the employees. Even in the leadership style, open feedback is also encouraged by the participants (Simbolon, 2021).

Through communication with the employees, the leader can increase productivity soundly, as employees will feel that they are being valued by the organisation. Also, the communication with the employees should be empathetic and two ways, which will increase the impact of the communication among the employees.

10.2.4 Understanding and Investing in the Role of HCM

Understanding the role of the human resources department is one of the most critical aspects for the human resources managers and the whole team. It is the misconception that hiring and firing is the only task of human resources management, but in reality, human resources are the major pillar of the organisation which helps the company retain the old employees and hire new talent by sustaining and providing them with what they want, in the return of the services. It is highly recommended for organisations around the globe to understand the role of human resources and how the improvement and investment in the policy development of human resources, will help the company to stand out and gain a competitive advantage in the industry.

Understanding human capital management will not provide benefits to the employees that are working in the company the indirect impacts will be projected on the process and activities of the company. It is recommended to invest in human capital management strategies as through it the performance of the employees, their retaining issues and other aspects become better. Human capital management strategies aim to boost employee productivity and address retention dilemmas. These include investing in employee development and growth. Studies show that investing in employee development, providing opportunities for growth and advancement, and offering a positive work environment results in higher levels of employee engagement, satisfaction and retention (Bersin, 2019). This is supported by the data collected by the study which highlights that personnel administration can positively affect the performance of the employees by improving the interaction of the organisations with the employees. Developing effective talent management and human capital management strategies allows organisations to grow, as well as explore new markets. By attracting and retaining top talent, organizations drive innovation, improve productivity, and gain a competitive edge in the marketplace. Further, the company's image is also immensely connected to how it treats its employees and manages them. Thus focusing the talent management will help the company to grow and explore new markets.

Investing in employee well-being comes under the benefits of investment in Human Capital Management. For the organisation, it is crucial to take a step toward investment in Human Capital Management, so that the effective inclusion of the people and the employees would become sound (Macke & Genari, 2019). The organisation needs to think and invest in human capital as through the investment the results of the company become more productive and more beneficial. The social well-being of the employee is important, every employee wants that the company in which they work should think about them and should make and develop policies for them. The company should be employee-centric, which will give benefits to the organisation as employees remain satisfied. The employee is the real asset for the company, investing in human capital will increase productivity which helps the company to stay competitive in the market (Ozkeser, 2019). Also, customer satisfaction will be achieved through focusing on strategic development concerning employees and managing human resources, because through it employees focus on their duties more, employee productivity and do their activities more efficiently due to which goals are met effectively.

Moreover, investing or giving attention to the human capital working in organising the innovation fact of the company gets increased. Innovation is very important for the company to have and by finding out a new solution to employee problems and issues, the company remain innovative. An organisation that does not focus on employee development or invest in the policies of human capital progress will suffer huge losses (Danvila-del-Valle et al., 2019). Thus, investing the human capital will be the result driving factor. If the employee that is working in

the company has a life with an improved lifestyle the benefits, the investor will also invest in that company. Today the investor thinks of sustainability and the company that is focusing on better human capital management. The negative practices at the workplace will only decrease the chances of the company losing investors. The image of the company is also related to the company's acts, and how they manage its workforce. It is evident from the analysis above that a lack of investment in Human resources will project negative impacts on the image of the company (Yu et al., 2018). It is also recommended that the policies of the company should be in the domain of progress and should include employees of different talents because it will build a sense of inclusion in the workplace. The new candidate today searches for the company image, reviews and comments about it, and if the company is not investing in employee opportunity building, then it will impact the reputation of the organisation.

By managing the employee at the workplace through employee-centric and strategic policies the economic growth on the larger view will also increase (Macke & Genari, 2019). The performance of the organisation must remain high in check regarding human capital management through internal and external audits so that the issues in the managing of employees will be identified, the prompt mitigation strategy will be implemented, and the benefits will be projected positively, in the form of success of the organisation.

10.2.5 Transparency in the Organisation's Performance

It is highly recommended that organisations focus on transparency and inclusion across all levels as suggested in the Reflexive Performance Management model. All key decisions must be clearly communicated to employees to avoid any perceived lack of importance or suspicions. The decision-making process should actively involve gaining senior and frontline staff perspectives. This cultivates a sense of valued partnership that research shows enhance employee retention. Transparency in organisational processes not only boosts morale and productivity but also helps investors trust the company more. With no activities hidden, staff feel more secure in contributing innovative ideas. Regular communication through varied channels as depicted in the model makes such inclusion scalable. Organisations that champion this two-way dynamic exchange will optimise performance through true collaboration.

10.3 Limitations

The limitation of the study is the constraints on the study through which the study gets conducted. Some of the limitations of the current study include that, the study is done through the philosophy of axiology which focuses on their values and their nature of them. The next researcher could implement the philosophies of epistemology which includes the knowledge and focus on the nature of the concerns. The instruction and the method are highly focused on epistemology. Further, phenomenology is used in the current study which further includes qualitative research the study. The interviews and the observation and interpretation of them are conducted in the study. The study can be extended through other research approaches which include quantitative research methods. A survey could be conducted, in which the statistics could be analysed. The benefits which could be gained through the quantitative research approach include precise and to-the-point data. Further in the study as the interviews are the focus so for the study the interview number in the future study could be increased. Through this more generally valid data will be gathered in regards to the study topic. It is critical to focus on the limitations and identify them so that the study will grow. Further for more research, the sampling technique and the selection of the respondents could be done in more ways including sampling techniques of focused groups and more.

10.4 Further Implications

Through the future implications of the study, the study becomes more credible as it gets to be used in the real scenarios of the organisations or the respective domain. The future implications of the current study are given below, which will be in the domain of Human Resource Management.

10.4.1 Development of HCM Policies

Human resources are the important and most critical aspect of the organisation to focus upon, through which the implementation of the policies will get done. The results which are identified and produced by the study can be highly effective for the development and improvement of the human resources department of the organisation. The company needs to focus on the improvement of the human resources department so that the employees in the company will be more productive. Talent acquisition is not the only aspect that should be the focus of human talent management, it is the relevant division of human resources management, and through this

research, the policies in this domain can benefit the whole organisation and the department of talent management. For the substantial growth of the organisation, better development of the HCM policies is required as they are one of the most important areas of research in the organisation. Further, the investment in it could become more as investors and stakeholders would be interested in watching the results of better policies in HCM.

10.4.2 Improved Performance Measuring

The study results can also be incorporated with the better performance management of the employee that is providing their services in the company. For the company, it is very critical to focus on building a system through which the performance measurement of the employees becomes better. Employee performance measuring is an important aspect, as there are so many decisions which are taken based on the performance of the employees. Through the results, the strategies and the lacking which are identified, in the current talent and performance management system of the employee will be eliminated. More comprehensive policies will be developed so that the results will be effective and the decisions taken by the organisation will be accurate. Employee performance measured in the right way will not only help them to retain them for a long period, but they will contribute to the visual achievement of the company. The amplified focus on the HCM would be highly beneficial for the management of the tasks and the employees in the organisation.

10.4.3 Increased Conflict Management

For the organisation, conflict is one of the most negative aspects through which the image of the organisation becomes damaged. Conflict management for the organisation is important because, through it, a better and more effective implementation of workplace policies could be implemented. Through the results which are identified in the above study, some of the issues which are identified in talent management also result in generating conflicts among employees. Through the results and the identification of the loopholes in the current employee conflict management system, the organisation can without any hindrance achieve its goals and mission. The above results in the domain of human capital management will also benefit the organisation in a better understanding of the employee needs, which are important to fulfil so that the employee productivity will be managed and their performance will remain stable. If the employee management policies do not include the understanding of the employee's behaviour and how they act in a certain situation, then the decision taken by the organisation would not be result-oriented.

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Appendix 1 Interview questions

Opening questions

1 What is your role in your company?

2 How would you describe the role of HR in your company?

3 How would you describe the HR strategy in your company?

4 How would you describe your performance management process in your company ?

5 What role do you play in your performance management process?

Main part

6 How would you describe the general perception of the performance management process in your company?

7 How deep is the understanding of the people involved about the performance management process in your company?

8 What could be done to improve the understanding of the performance management process in your company ?

9 How well do you think the people involved understand the meaning and purpose of the performance management process in your company?

10 What could be done to improve the understanding of the purpose of the performance management process in your company ?

11 How do you perceive the performance management process?

12 How do you think the performance management process is perceived by people in other roles (e.g. your supervisor, your employees, etc.)?

13 Where do you see the added value that the Performance Management process creates for your company, for your employees and managers?

14 Where do you see the weaknesses of the performance management process?

15 Do you think that the performance management process has negative effects ? If so, what are they?

16 How could the performance management process be improved ?

17 What additional added value should or could the performance management process create where it does not yet exist today?

18 Has the performance management process changed recently? If so, can you describe this change?

19 If your performance management process has changed recently, what impact have these changes had?

Closing questions

20 If your performance management process has changed recently, what has improved and what was better before?

21 Do you see a trend in the way companies carry out the performance management process?

22 If so, what do you think about the changes you see?

23 What is changing for the better and where do you see deterioration?

24 Is there anything else that would help me better understand what you think about this topic?

25 Is there anything else you would like to tell me or do you have any further questions?

Appendix 2 FAQ

Frequently Asked Questions

What is the title of the research study?
The Perception of the Transformation from Performance Appraisals to a Continuous Feedback Culture

At which university is the doctoral work conducted?
Sheffield Hallam University, a public Universität in South Yorkshire, England

Does a study which is conducted based on a relatively low number of interviews in one single corporation provide statistically significant, generally valid results?
No. This is a qualitative research study. The expectation is to explore how people in different roles in a corporation perceive the transformation from Performance Appraisals to a Continuous Feedback Culture. Based on this new knowledge can be obtained which may lead to specific or general recommendations.

Why was I asked to participate in this study?
You work for a corporation that recently went through this transformation process. Hence, you are able to explain your views on the changes.

Is this about my own appraisal?
No. It is about your perception of the Performance Appraisal process. Your own appraisal is not a topic the topic discussed.

What is expected from me?
You will participate in an interface that will take approximately 90 minutes. The interview questions will be shared with you in advance. However, the questions act more as a guideline for the interview, they are not a questionnaire.

Will the interview be recorded?
After a welcome and a short introduction, the audio of the official part of the interview will be recorded. Your name and the name of the corporation will not be mentioned in the recording.

In the process of validating and approving the doctoral work Sheffield Hallam University may review the audio recording of the interview. After the doctoral work has been approved the audio recordings will be deleted.

In which language will the interviews be conducted?
The interview will be conducted in (high) German. The recording will be translated to English and transcribed to English. After approval of the doctoral work the transcription will be deleted.

Where will the interview be conducted?
At the premises if your employer or in a place of your choosing nearby. IN exceptional cases it may be possible to conduct the interview by telephone.

Does my employer know that I am participating in this study?
You employer has approved that a number of employees and managers conduct interviews about this topic. There will be no specific feedback to your employer, which employees and managers did effectively participate in the study.

Will the content of the interview, or parts of it, be shared with my employer?
No, the content of the interview is strictly confidential.

When are the results of the study expected?
The study is planned to be completed by the end of 2020.

Will the results of the study be shared with me?
Yes, you will receive the management summary. Upon request, you may also see the complete research study.

Is the participation voluntary?
Yes.

What, if I change my mind and do not want to participate at the study after the interview?
After the interview you have 3 months to withdraw from the participation at the study. If you withdraw the interview recording and the transcription will be deleted and you interview will not be considered for the research.

Appendix 3 Consent Form

Consent form

The perception of the transformation from the traditional employee appraisal process to a culture of continuous feedback.

Please answer the questions below by checking the appropriate box.

|		*YES*	*NO*
1	I have the Frequently I read the FAQ for the interview and the study was explained to me.	☐	☐
2	My questions have been answered to my satisfaction and I understand that I can ask further questions at any time.	☐	☐
3	I understand that I can withdraw my participation in the study within the period specified in the FAQ without giving any reason.	☐	☐
4	I agree to make the information shared in the interview available within the framework stated in the FAQ.	☐	☐
5	I am willing to participate in the study under the conditions stated in the FAQ.	☐	☐

Participant Signature: _____

Date: _____

Participant Name: _____

Participant email address : _____

Interviewer signature:
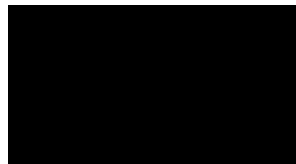
Interviewer name: Richard Mayr

Interviewer email address : richard.mayr@x-cluesit-asia.com

Please keep a copy of this consent form together with the FAQs.

Appendix 4 Ethics approval letter

Sheffield Hallam University

Sheffield Hallam University
Sheffield Business School
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Our Ref   RE/SBS/RM/2019
20th December 2019

Richard Mayr
█████████████████████
█████████████████████
█████████████████████
Thailand

Dear Richard

Request for Ethical Approval of Research Project

Your research project entitled "**The shift in corporations from performance appraisals to a continuous feedback culture and its impact on employee's performance**" has been submitted for ethical review to the University's rapporteurs and I am pleased to confirm that they have approved your project.

I wish you every success with your research project.

Yours sincerely

██████████████████████

Professor A Macaskill
Chair
University Research Ethics Committee