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## THE SYSTEMATIC REVIEW OF EFFECTIVE PERFORMANCE MANAGEMENT SYSTEMS IN ORGANIZATIONS

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**Abstract:** This study aims to determine the impact of Performance Management Systems (PMS) on employee and organizational performance. The researcher utilized exploratory research in the study because the investigation tries to identify known/unknown factors and evaluate established hypotheses. Data was gathered through secondary research methods. Online research was conducted. Secondary information was collected using many online search tools and specialized journals, textbooks, articles in scientific journals, and online sources related to the topic. Establishing an efficient PMS is a difficult task for organizations. There are a variety of PMS tools that exist. The 360-feedback approach is the most suited appraisal method for executing the PMS for employees in an organization. PMS enhances employee performance employees' performance fairly since connections between performance reviews and improved productivity do not hold. Managers' engagement, senior management involvement, and performance feedback are key indicators of PMS's efficacy. The relevance of this research contributes to the current body of knowledge about performance management systems. Organizations would find this study's conclusions valuable and intriguing. Organizations will comprehend the influence of a successful PMS on employee and organizational performance and, as a result, devise effective countermeasures or capitalize on the advantages. This study will bring about novel knowledge of PMS and further provide future research leads. Because of its reliance on secondary sources, this investigation could only include published academic papers that existed when the study was done.

**Keywords:** Employee Performance, Organizational Performance, Performance Management System, Performance Management

**CITATION**

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## INTRODUCTION

In this competitive environment, the business world is persistently shifting rapidly (Verweire and van den Berghe, 2004). Thus, the current economic climate and the deficiencies of traditional procedures are compelling organizations to reconsider performance. Multinational organizations function in difficult times (Santi and Rahim, 2021). In such a scenario, performance management systems (PMS) are one of the most important factors that might assist organizations in dealing with the present business flow (Mansor et al., 2011). Performance has been the key focus of an achiever, and competitive advantage has become more critical for any organization (Jain and Gautam, 2016). Thus, forcing organizations to re-examine their PMS to stay competitive (Nel et al., 2008).

Scholars and practitioners have increasingly documented the impact of effective PMS in organizations in recent years. Various scholars such as; Al-Jaradi et al. (2022); Hristov et al. (2022); Ibrahim et al. (2019); Jugmohun (2018); Lee et al. (2020); Marchand et al. (2021); Njoroge (2016); Nzuve and Njeru (2013); Said et al. (2021); Suhardi and Ichسانی (2017); Woyessa (2015) and Yaseen and Afghan (2016) have worked on performance management focusing on various organizations. However, the determinants of performance management in the organizations remain inconclusive. There is a vast gap in the literature on the impact of effective PMS in both private and public-sector organizations.

PMS are vital to many organizations. These days, many organizations emphasize the acquisition and use of comprehensive PMS as opposed to financially focused solutions (Martinez, 2005). Mansor et al. (2011) provided a distinct argument by stating that PMS has become a key subject in assisting organizations to deal with the demands of the ever-changing business needs. However, Jain and Gautam (2016) emphasized that the speedy instilment of the latest technology is becoming a challenge to measure and accomplish effective performance. Ratnawat and Jha (2013) believed that performance management (PM) is an all-inclusive process that organizations embark on to enhance employee performance. DeCenzo et al. (2013) argued that if PMS can be appropriately established and executed, an organization can succeed in its

goals by increasing effective employees. Thus, most organizations acknowledge that planning and empowering employees' performance has an indispensable result on the performance of the organization (Nel et al., 2008).

In this regard, performance measures are a criterion for assessing efficacy or authenticating the selection of employee measures, employee training programs, work-family programs, or any mediations delineated to advance employee performance or organizational performance (Mansor et al., 2012). This study aims to determine the impact of PMS on employee and organizational performance. Numerous organizations would find this study's conclusions valuable and intriguing. Organizations will comprehend the influence of a successful PMS on the employee and organizational performance and, as a result, devise effective countermeasures or capitalize on the advantages. The relevance of this research contributes to the current body of knowledge about PMS. PMS is one of the significant and promising human resource management (HRM) advancements that has gained steam in recent years (Ratnawat and Jha, 2013). Organizations must strive to accomplish their objectives (Said et al., 2021). The main research questions are aligned with the study's goals: What is the impact of PMS on employee and organizational performance? The secondary research question of the research includes: Why is PMS too complicated and lacks cause-and-effect implications? This study attempts to answer these questions as PMS is key in driving employee performance that affects the organization's whole performance. For an organization to provide efficient customer service, it relies on its personnel's knowledge, quality, competency, and the productivity (Mdhlalose, 2020). Finding the best talent possible and developing them to acquire the necessary abilities is crucial nowadays to achieving personal and corporate strategic goals (Nel et al., 2008).

Almost every organization and governmental organization are trying to meet performance demands during the global economic crisis (Jain and Gautam, 2016). Contemporary organizations confront intense rivalry in every market sector in which they operate and must thrive in such marketplaces to exist. Accordingly, organizations realize that combining the components makes all the difference. The argument goes that managers do

not often concentrate on personnel, training, and remuneration methods in isolation. These human resource (HR) strategies are integrated into a comprehensive system to improve the employee participation and performance (Bohlander and Snell, 2013). Van Hoek (2021) explained that PMS aims to evaluate and ensure personnel does their assigned jobs effectively and satisfactorily, contributing to the ultimate corporate objective. Nonetheless, assessments depend on the clarity of the required criteria. Marchington and Wilkinson (2012) defend that meaningfulness, objectivity, truth, validity, and equality are likely to be problematic regardless of the system. What is significant may not be quantifiable. Establishing an efficient PMS is difficult for organizations (Beskese et al., 2017). The PMS becomes too complicated and lacks cause-and-effect implications because of the multiple activities involved, a concern noted by this research. Consequently, the PMS application lacks a cohesive purpose. Lack of senior management commitment, employee involvement, necessary knowledge and skills, absence of a natural leader, resources, formal PM environment, misleading information, poor communication, and lack of goal clarity are among the problems and challenges an organization faces when implementing PMS (Jain and Gautam, 2016). As stated, Strebler et al. (2001) maintained that performance evaluation is quickly becoming an "overloaded managerial instrument" in addition to its assessment and objective-setting features.

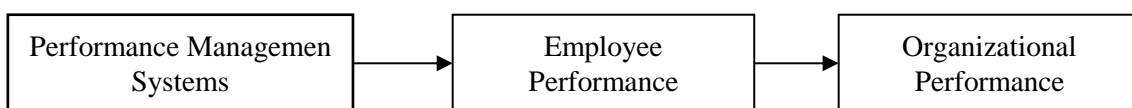
**LITERATURE REVIEW**

Yaseen and Afghan (2016) stated that today, organizations place a great deal of emphasis on efficient performance and strive to stay competitive. The efficacy of adopting PMS in organizations is still uncertain since the implementation's success relies on the several linked elements (Mansor et al., 2011). Bohlander and Snell (2013) defend that it is premature to assert that there is a list of best practices that any organization can use in every work setting. However, the author of this research asserts that PMS, workflow, training, re-

muneration, and leadership influence the employee and organizational performance. This research will use the conceptual framework shown in Figure 1 to analyze the results of this investigation. The framework for this study indicated that PMS (independent variable) has either a negative or positive impact on the employee performance and the organizational performance (dependent variables). However, Bohlander and Snell (2013) further provide a distinctive argument by asserting that trends in work design, HR practices, leadership positions, and information technology suggest high-performance work systems. Good performance should be praised, while employees who do badly should get counseling and be assisted with training courses, if necessary (Holtzhausen, 2018).

**METHOD**

Exploratory research is used when looking for new knowledge or determining reasons for certain behaviors (Wisker, 2009). The researcher utilized exploratory research because the investigation tries to identify known/unknown factors and evaluate established hypotheses (Edmonds and Kennedy, 2017). The researcher used an exploratory research strategy to explore the impact of effective PMS in organizations. All research studies require secondary sources (Dolowitz et al., 2008; Walliman, 2011). A systematic review is a detailed and comprehensive analysis of existing research literature addressing a specific research question. It involves identifying, evaluating, and synthesizing all relevant studies investigating a particular area of interest (Denyer and Tranfield, 2009; Saunders et al., 2019). A systematic review was used in this study, as explained by Denyer and Tranfield (2009) that it ensures rigor and transparency, including formulating a research question, conducting a comprehensive search of relevant literature, screening studies for eligibility, extracting data from eligible studies, and interpreting the findings and drawing conclusions, as this study relied on a systematic review to answer the research question on this study.



**Figure 1. Theoretical Framework. Source: Developed by the Researcher**

Data was gathered through secondary research methods from 10 June 2022 to 15 September 2022. Online research was conducted. Secondary information was collected using many online search tools and specialized journals, textbooks, articles in scientific journals, and online sources related to the topic (Fox and Bayat, 2007; Goddard and Melville, 2001; Walliman, 2011). Secondary sources reinterpret or debate the meaning and context of primary sources to further our knowledge of a subject (Dolowitz et al., 2008). New insights might emerge when secondary data is utilized objectively (Davies, 2007). Secondary sources integrate information from many primary sources (Bloomberg and Volpe, 2016).

## RESULTS AND DISCUSSION

### Theoretical Evidence

Njoroge (2016) argued that various people confuse PM with Performance Appraisal (PA), yet this is an archetypal erroneous ruling. Van Rensburg (2012) stated that numerous organizations have adopted and used PMS, yet the technique was often an assessment system, and the merit rating was typically unsatisfactory. Thus, employees and supervisors were unhappy with the procedure. Holtzhausen (2018) defined PM as a collaborative

appropriate, and procedural development between manager and employee in which the employee's job strengths and weaknesses are identified and measured in conjunction with the stated goals. PM improves employee performance, career development, and talent retention (Swanepoel et al., 2014). Marx (2014) explained PA as a regular evaluation of the employee's current and historical performance against the established performance criteria. PA is only a part of PM (Alsaif, 2018). Organizations struggle to reach their potential in PMS due to the contempt for various benefits of performance assessments (Gómez-Mejía et al., 2012).

Frequently, the PMS serves as a guide for managers, teams, and individual employees, outlining anticipated corporate goals and objectives and how to match them with group or individual aims and goals (Grobler et al., 2011). A PMS is tightly linked to the organization's goals and objectives, so work performance is more likely to satisfy organizational requirements (Torrington et al., 2009). Olve et al. (2004) contend that PMS generates organizational cultures of personal accountability for the organization and personal development. The PMS may be decomposed into major components that overlap in practice, as shown in Figure 1 (Van Hoek, 2021).

**Table 1. The Performance Management Process**

Key Activities	
Performance Planning	Setting the direction and defining expectations
	Determining employee goals and objectives
	Determining the evaluator and method to be used
	Developing an action plan
Performance coaching and mentoring	Conducting interim checks on progress
	Exploring causes of poor performance
	Providing coaching and mentoring
Performance measurement and evaluation	Measuring the performance
	Rating the performance
Performance feedback and documentation	Providing performance feedback
	Recording and communicating performance results

Source: Van Hoek (2021)

There are two ways to evaluate an employee's performance: quantitatively and qualitatively (Nel et al., 2008). The logical viewpoint and the political. The logical viewpoint implies that the worth of each employee's performance can be measured (Van Hoek, 2021). The political perspective considers that the worth of a worker's performance is contingent on the agenda, the objectives, or the supervisor (Nel et al., 2008). The following PMS tools are Immediate supervisor, Subordinates, Peers, Self-Appraisal, Customer appraisal, 360-feedback, Team Appraisals, and Management by Objectives (MBO) (Nel et al., 2008; Van Hoek, 2021). Immediate supervisor is the immediate supervisor/manager reviews the employee's performance. Subordinates is their subordinates appraise management personnel. Peers is peers judge the performance of one another. Self-Appraisal is employees assess their performance. Customer appraisal is clients assess staff performance. 360-feedback is utilizes a questionnaire that asks several individuals (superiors, peers, and subordinates) to react to questions on employee performance in various behavioral areas. Team Appraisals is assesses an individual's contribution to the team and the team's ability to achieve its objectives. MBO is management and employee agree on specific performance objectives and then create a strategy to achieve them.

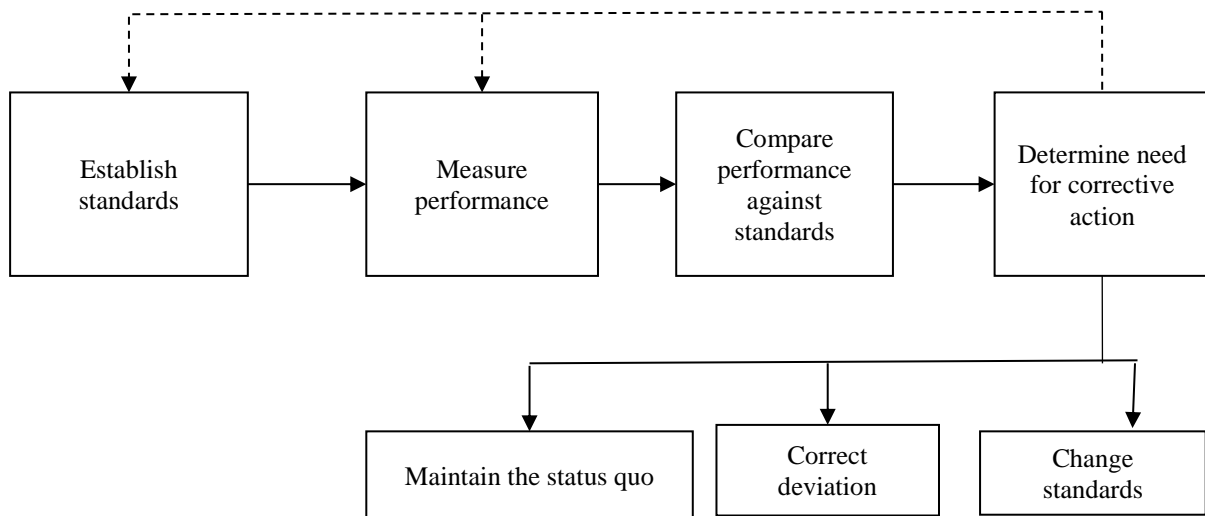
However, the 360-feedback approach is the most suited appraisal method for executing the PMS for employees in an organization (Bheemanathini et al., 2019). It is because the 360 system is connected to organizational competency models, focusing input directly on the employee's skill areas (Nel et al., 2008). Thus, the produced findings would be precise using this procedure since it enhances employees' and organizational performance (Bheemanathini et al., 2019; Peiperl, 2001).

The effectiveness of performance assessment is contingent on two factors: the individual or individuals appointed to conduct the evaluation and the approach or method used to evaluate performance (Van Hoek, 2021). The following characteristics represent an effective PMS are PM is a business process, PM establishes a common knowledge of what is to be accomplished and how it is

to be accomplished, PM is a technique for managing people, PM raises the likelihood of organization health and longevity, and Competencies drive PM (FASSET/Finance and Accounting Services Sector Education and Training, 2011). PM is a business process is PM concerned with employees' daily activities and behaviors to satisfy customer requests and enhance their performance. PM establishes a common knowledge of what is to be accomplished and how it is to be accomplished is Individuals and teams must have a shared knowledge of how their jobs relate to the business purpose and objectives of the organization. PM is a technique for managing people is PM focuses on linking individuals to one another and the organization's bigger goals and values. PM raises the likelihood of organization health and longevity is PM produces success for people, teams, and the organization. Competencies drive PM is PM driven by the essential personal skills and the knowledge that allow the employees to accomplish their tasks.

Organizations must rethink their PMS to stay competitive (Van Hoek, 2021). To support the organization's strategic planning, organizations need systems for setting goals creating incentives, and monitoring performance, including employee performance. An effective control system can help ensure an organization achieves its goals (Griffin, 2017). Liker and Wu (2000) and Pagell and Wu (2009), regardless of the types or levels of control systems an organization needs, there are four fundamental steps in any control system.

To remain competitive, organizations must rethink their PM practices (Van Hoek, 2021). Organizations require methods for defining objectives, generating incentives, and measuring performance, including personnel performance, to support their strategic planning. An efficient control system may assist a business in achieving its objectives (Griffin, 2017). According to Liker and Wu (2000) and Pagell and Wu (2009), unrelatedly to the kinds or degrees of control systems an organization needs, any control system has four essential processes. Figure 2 demonstrates the four interrelated steps of a control process and depicts the four interdependent phases of a control procedure.



Source: Griffin (2017)

**Figure 2. Steps in the Control Process**

In Figure 2, the first step is a target against which subsequent performance will be compared. Measuring performance will be ongoing, then the performance will be compared against the standards, and the need for corrective action must be determined (Griffin, 2017). By enforcing norms of behavior and productivity across all levels of the organization, from the individual employees to departments to the whole organization, control helps guarantee that everyone is doing their weight (Oosthuizen, 2018).

### **Empirical Evidence of Employee Performance**

Mulwa and Weru (2017) study found that enacting a PMS enhances employee performance. It involves setting individual objectives derived from overall organizational goals and allocating a time frame for completion. The employees know their performance is monitored and will be evaluated at a determined periodic cycle. The results of the evaluation will have consequences. Meeting the objectives within their time frame helps employees achieve their set targets. The PA process identifies skills gaps manifest in employees. Corrective measures are instituted through training, which normally increases the staff competence levels.

Said et al. (2021) research concluded that a PMS did have a noticeable impact on employees' output. Employee performance was shown to be positively and significantly correlated with PM.

Fang and Layraman (2022) study revealed that employees could share their thoughts and aspirations for helping the organization reach its goals via the performance review process. With the proper structure, you may boost the employee's motivation and performance to the point where they finish projects on time and surpass your original goals. Based on the information, evaluating an employee's performance usually leads to increased output. Based on the findings of this study, performance reviews improve efficiency in the workplace.

After an impartial evaluation, the organization will be able to provide raises to the employees who deserve them. Performance evaluation metrics were shown to improve output in the research. It will improve the possibility of pinpointing areas where the workforce is underperforming. As a result, organizations develop plans for training and growth to address these gaps. A further way performance reviews benefit businesses is by allowing employers to assign employees to projects that match their strengths. Profits rise as employees produce more for their pay (Nvene et al., 2022).

There was a linearly significant effect of PMS on employee performance, indicating that these systems significantly boost organizational effectiveness by motivating employees to do their best (Subbaiah and Mathew, 2019). The research results show that the suggested connections between performance reviews and improved produc-

tivity do not hold. Good performance is not rewarded via performance evaluation. Performance reviews seldom recommend any modifications when it comes to improving the quality of work done by a certain department (Santi and Rahim, 2021). Reviewing employees' performance is a standard operating procedure for every organization. Correctly administered, a performance review can boost employee output and contribute to the organization's success (Nazeer et al., 2012).

When encouraging employees to improve their output, performance reviews were making a little dent. For example, descriptive data revealed that information and communication technology (ICT) employees have not been able to align their performance targets with their professional aspirations. Also, the research found that the performance assessment system has led to increased effort and collaboration between managers and their subordinates. Employees also seem to agree that managers have received enough training on the performance evaluation process. Managers have been accused of giving ordinary ratings to most staff members to avoid unrest in the workplace (Ziyaminyana and Pwaka, 2019). Jawabri et al. (2021) study research results show a significant positive correlation between the performance management methods and employee output. The organization's implementation of an innovative PMS tailored to the diverse needs of its personnel is mainly responsible for the favorable correlation between the two variables.

### **Empirical Evidence of Organizational Performance**

Due to a lack of relevance and respect for PMS, organizations are only going through the motions when it comes to adopting the PMS, with no real advantages regarding employee development and organizational profitability (Subbaiah and Mathew, 2019). Accordingly, improvement in employee performance brings about better organizational performance and efficiency (Javidmehr and Ebrahimpour, 2015). Therefore, no conclusive evidence exists that the performance management practices are significant for organizational effectiveness (Nduati and Wanyoike, 2022). Teerovengadum et al. (2019) study results revealed that PMS is only moderately effective. Managers' engagement, senior management involvement, and

performance feedback are key indicators of PMS's efficacy.

The Almohtaseb et al. (2020) study results demonstrated that a PMS mediates the connection between talent management and organizational success. It indicates that PMS may be utilized to locate and cultivate top talent and re-align and re-inforce the management-employee partnership. The hybrid PMS was found to be fragmented at a fundamental level. The hybrid's capacity to adopt shared performance objectives and indicators was hampered by low-level fragmentation. Performance management was harmed as a result (Rajala et al., 2021). Not all organizations are open to implementing formal PMS procedures like creating goals, assessing progress, establishing feedback loops, and rating employees. It is unclear to employees why a PMS is being introduced. Most employees also believe that the PMS does not prioritize employee career development or planning or correspond with the organization's strategic goals and objectives (Jain and Gautam, 2016).

Rao's (2007) study showed that employees at all levels of an organization fail to take the performance planning process seriously, including formulating individual goals and communicating those goals to superiors. Most managers will insist that they are well conversant with the procedure, but the reality often belies their words. Rather than providing and receiving feedback for analysis and growth, appraisees and evaluators concentrate on rating. Even though most upper-level managers believe they get unjust evaluations themselves, they are confident in their abilities as appraisers. Many see performance assessment as more like a chore (annual form filing) than a valuable resource for fostering a culture of high output. A failure to effectively identify training requirements is a major contributor to this gap.

Time and effort must be invested by everyone concerned to develop a PMS successfully. The unintended consequences of using a PMS are an essential consideration. When a business has a solid PMS in place, it can count on high productivity from its staff. In addition, the PMS has strong ties to employee rewards and growth opportunities. These elements assist businesses in raising their underachievers' efficiency while inspiring their high achievers to continue providing the highest quality work possible (Qureshi and Hassan, 2013).

It was found that having employees take part in PA and using PA's led to the increased output for the organization and a higher standard of living for the employee because an employee received a promotion or some other form of the necessary reward for their efforts. The researcher concluded that the organization's evaluation system had problems with its technique and execution (Adaeze, 2013). The new and enhanced PMS facilitates open lines of the communication between upper-level management across divisions and between the supervisors and the employees on the matters of performance standards, work goals, and areas for the development. The efficient allocation of the assets is made possible by the well-defined chain of the command and the quantifiable strategic and operational objectives (Ibrahim et al., 2019).

Effective HRM may depend on the organization's use of a PMS. Important data on whether employees' abilities to learn while on the job are aligned with the organization's goals may be gleaned from the PMS. A PMS is necessary for determining the effectiveness of HR's in any organization. Therefore, employees will lack motivation due to a poorly executed PMS, and their lack of job satisfaction will have an adverse effect on their sense of self-worth. This case study illustrates how the failure to meet employees' expectations may lead to poor conduct on the job and the failure of an organization to achieve its objectives (Singh and Twalo, 2015).

## RECOMMENDATIONS

The following limitations impacted this study: Only secondary sources were used for this analysis. There is limited scholarly work focusing on the impact of PMS on employee and organizational performance. This study was limited to the PMS and employee and organizational performance. Findings from the literature review serve as the basis for the following suggestions: Management and employees should engage themselves in PMS so that it becomes effective, and each employee's objectives must be aligned with organizational goals. Organizations need to regularly update their PMS to guarantee continued efficacy and adaptability to the ever-evolving corporate world needs. To support the organization's strategic planning, organizations need systems for setting goals creat-

ing incentives, and monitoring performance, including employee performance. The following is suggested as a potential follow-up or further research project: An evaluation of the success rate of PMS tools in an organization. Performance Management System: The Revised Review and Analysis. The determinants of effective PMS in an organization.

## CONCLUSIONS

A researcher cannot conduct research without hoping it will result in some good being done worldwide. PMS is the key factor that might assist organizations in dealing with the present business flow. This study aimed to determine the impact of PMS on employee and organizational performance. Based on the study's results, the report concludes that establishing an efficient PMS is difficult for organizations since the PMS becomes too complicated and lacks cause-and-effect implications because of the multiple activities involved.

There are two ways to evaluate an employee's performance: quantitatively and qualitatively. A variety of PMS tools exist, as stated in the literature. The 360-feedback approach is the most suited appraisal method for executing the PMS for employees in an organization. It is because the 360 system is connected to organizational competency models, focusing input directly on the employee's skill areas. Organizations need to rethink their PMS to stay competitive.

PMS enhances employee performance employees' performance fairly since connections between performance reviews and improved productivity do not hold. Good performance is not rewarded via performance evaluation. PMS involves setting individual objectives derived from overall organizational goals and allocating a time frame for completion. Thus, improvement in employee performance brings about better organizational performance and efficiency. PMS is only moderately effective when appropriately implemented so.

Managers' engagement, senior management involvement, and performance feedback are key indicators of PMS's efficacy. PMS may be utilized to locate and cultivate top talent and re-align and reinforce the management-employee partnership. Some organizations are not open to implementing formal PMS procedures like creating goals, assessing progress, establishing feedback loops, and



rating employees. Thus, it is unclear to employees why a PMS is being introduced, leading to employees at all levels of an organization failing to take the performance planning process seriously.

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