

Impact Of Performance Management System On The Organizational Growth – Literature Review

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Abstract:

Employees in an organization are influenced by many factors which affect their performance and their engagement. Due to recent covid times there has been a need for hybrid and work from home models for an organization. The employees working on hybrid model work on virtual work model which is very different from the regular work environment. This type of virtual environment loses the physical presence of the employee in their regular work. Their physical appearance in the meeting and physical communication and meetings with the managers is missing from the schedule. The employee may feel left out or not noticed in meetings or events when they are working on hybrid model and other employees are available physically in the meeting. There is a need for a positive approach by the managers to make sure the employees work on hybrid model in an organization. The performance management system is a major part of the employee where he can showcase the improvement he has shown in the term. The organizations using the performance management system apply for a two way analysis where the employee is graded and analyzed by the manager and employee also does same to the manager. This type of feedback would help both the employee and manager. There has been a lot of evolution in technology in developing good performance management system software as per the specifications needed by the organizations. Few companies have customized it as per their needs internally. This paper would try to bring out the various aspects of the Performance management systems which influence the employee for better employee engagement and further make sure the rate of employee retention is decreased and there is an increase in the organization production.

Keywords: -Employee engagement, Performance management system, Employee performance, Employee retention, rewards, monetary benefits, hybrid model, employee, physical presence, Performance management system software. Qualitative analysis, Check – in process, Performance management system , 360- degree feedback, Feedback cycles sessions.

Introduction:

IT companies can be divided based on their services. They can be divided into three groups.

1. Product based: Google, Texas instruments, Microsoft, Intel etc.
2. Services based: TCS, Infosys, Wipro, Accenture etc.
3. Startups: Flipkart, Myntra, Zomato etc.

The Key roles of the employees changes as per the type of the company, and this affects their performance. This also affects the performance management systems used in the companies. Employees depend on the performance management system for their growth in the organization and on monetary appraisal and benefits given by the organization. The strategies, policies and training are interconnected to the type of company the employee is working for. The performance systems of any organization would

have important features that improve the organizational performance and encourages employee development which include:

1. Goal setting management
2. 360- degree feedback
3. 9-box grid
4. Reward and Recognition

Employee and the management of any organization is benefitted by the numerous benefits offered by the performance management systems such as Regular performance reviews that help the organization to make strategic decisions, Assessment reviews help to improve employee performance which in turn improves productivity in the organization. It helps to identify and retain top talents. PMS helps in making informed decisions regarding promotions and discipline and in identifying training needs.

The reviews, rewards and other assessment feedback depend on the employee performance during the assessment term. The role of the employee in the organization in future depends on their performance in present and past situations (Ghosh). There are many strategies that are used to frame a good performance management system which are to understand the Company goals and performance objectives, Have frequent performance feedback and Peer reviews. Have a great rewards and Recognition system and meetings regularly.

The employee engagement of an employee is dependent on the performance management system. The previous days where appraisals were given yearly, or half yearly have changed. Now a days managers try to engage the employees by establishing goals, monitoring progress, providing feedback, seeking feedback, recognizing, and awarding star performers and building strategies to encourage learning and development frequently during the year. So, in today's era the performance appraisal is an ongoing process throughout the year. Performance appraisal methods can be of different types which can help the employees and the managers to build good engagement and positive work engagement in an organization. Some of them are.

1. 360-degree appraisal
2. General performance appraisal
3. Technological / Administrative performance appraisal
4. Manager performance appraisal
5. Employee self – assessment
6. Project evaluation review
7. Sales performance appraisal

It's very important that the performance appraisals are given in an organization as it helps in retaining and engagement of top talents in an organization. It helps to increase or productivity and performance in the company. It fosters a collaborative work environment and helps in boosting the morale and satisfaction of the employees. It encourages the employee to improve their performance by setting right goals and offers job clarity and clear job responsibilities for the employee. This helps in understanding the expectations of the employees so as to improve the future appraisal model. The ratings of the

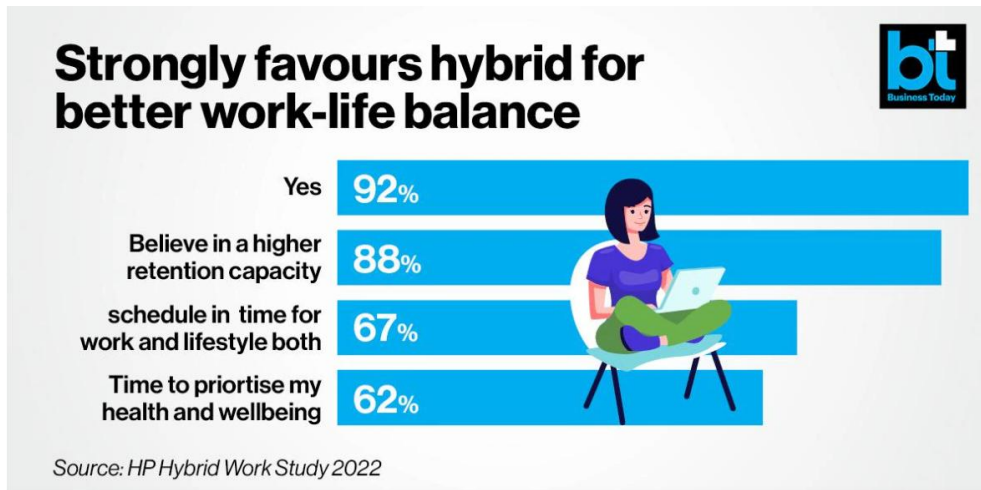
employee received by the managers are of main consideration for the hiring and promotion action in any of the appraisal. There are different performance management systems in the market few are listed below

1. Zimyo
2. Track star
3. Review shop
4. Namely
5. BambooHR
6. SAP Success Factor
7. 15 Five
8. Clear company
9. Oracles HCM
10. UltiPro
11. HR soft

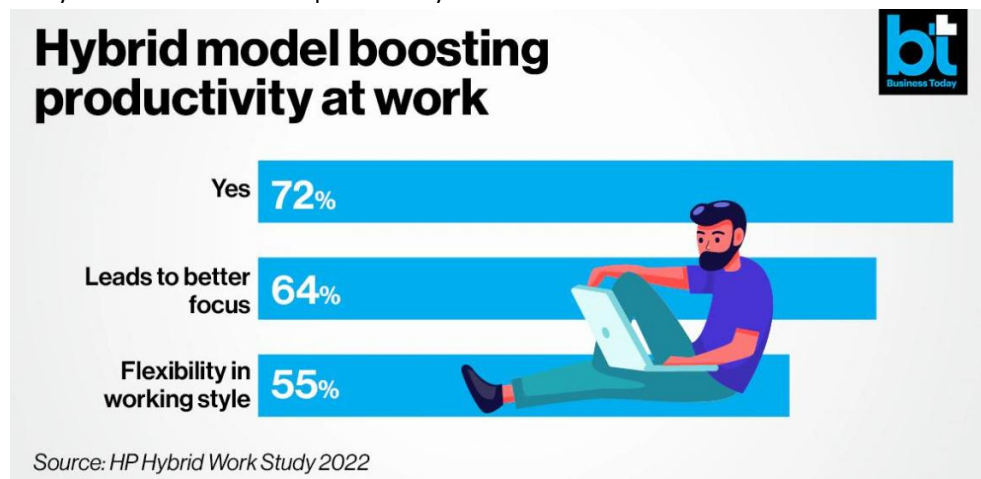
Apart from the above, many companies' top managements have reframed and recreated a new software depending on their requirement and the whole company follows the same for the appraisals and employee engagement. The feedback sessions in Performance management systems have formed a major part in the employee engagement and organizational improvement. During the Covid time, there have been a need for employees to work from home and slowly the hybrid model of working has been of great demand by the employees working. The organization has seen a great improvement in the work engagement of the employees when they are working on hybrid models. Employees have seen a great work – life balance in their work during the covid time and this has increased the demand for the hybrid model in the IT companies for the employees. The performance management systems for the hybrid model in many companies have been experimented with for a long time so that it can fit the situation and make sure the employees' performance can be measured in the right way. The physical absence of the employee and the absence of personal meetings and feedback can make the employee miss the eye of the manager during the appraisals. The performance of the employee should not go unnoticed by the management, this can affect the employee retention and employee engagement of the organization. In this scenario the feedback sessions are very important for the employee and the employer. This gives an insight for the

managers into what they are missing and what are good as managers and the same feedback systems give an insight to the employee into what they are lacking in and what they are good at. But to understand which and what feedback systems give the right insight we must understand the different

performance management systems the top IT companies are implementing and the type of feedback systems they use. Many studies (Raghuvanshi, Nov 09, 2022) show that work hybrid model of employee positively affect the employee in many ways.



Also, the survey shows the increase in productivity.



Recent report of Forbes (PEACHMAN, 2023) where there was a survey to identify the companies that offer exciting work and positive environment, Forbes partnered with market research firm Statista and created the annual list of the world best employers. For this survey more than 170,000 employees in over 50 countries who work for multinational companies and institutes was done. Respondents were asked whether they would recommend their company to family and friends and to rate their employers based on such criteria as talent development, Remote working options, Parental leave Benefits, Diversity, work life balance

and pride in the product or services the company offers. Participants could also rate companies within their own industries and countries. The responses were codified into a scoring system and the 700 companies with the highest scores earned were placed on the final list, which ultimately spanned 43 countries. The number of honorees varied by country population and qualifying companies. As with all Forbes list, Companies pay no fee to participate. The top 25 companies have been listed below which have their headquarters around the world.

Company	Headquarters	Type of Industry	Employees
Microsoft	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	22100
Alphabet	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	190234
Adobe	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	29000
Intel	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	131900
Amazon	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	1541000
Oracle	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	170000
Shopify	CANADA	IT ,INTERNET,SOFTWAREAND SERVICES	11600
eBay	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	11600
Salesforce	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	72000
HP	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	58000
Meta platforms	UNITED STATES	IT, INTERNET, SOFTWARE AND SERVICES	71970
Alibaba Group	CHINA	IT, INTERNET,SOFTWAREAND SERVICES	235216
Intuit	UNITED STATES	IT, INTERNET,SOFTWAREAND SERVICES	17300
Insight Enterprises	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	13448
SAP	GERMANY	IT ,INTERNET,SOFTWAREAND SERVICES	105000
OpenText	CANADA	IT ,INTERNET,SOFTWAREAND SERVICES	24000
HPE	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	60000
Naver	SOUTH KOREA	IT ,INTERNET,SOFTWAREAND SERVICES	4930
Tencent Holdings	CHINA	IT ,INTERNET,SOFTWAREAND SERVICES	108436
Autodesk	UNITED STATES	IT ,INTERNET,SOFTWAREAND SERVICES	13700
Checkpoint Software	ISREAL	IT ,INTERNET,SOFTWAREAND SERVICES	5599
Live nation entertainment	UNITED STATES	IT, INTERNET,SOFTWAREAND SERVICES	44000
NetEase	SOUTH KOREA	IT ,INTERNET,SOFTWAREAND SERVICES	31119
Bloomberg	CHINA	IT ,INTERNET,SOFTWAREAND	20000

		SERVICES	
Kakao	SPAIN	IT ,INTERNET,SOFTWAREAND SERVICES	14179

The above table is according to the IT, INTERNET, SOFTWARE AND SERVICES type of organizations. To understand the reason for the positive feedback of employees and employers about their organizations lets study their PMS systems used and understand what factor has given this view about the company.

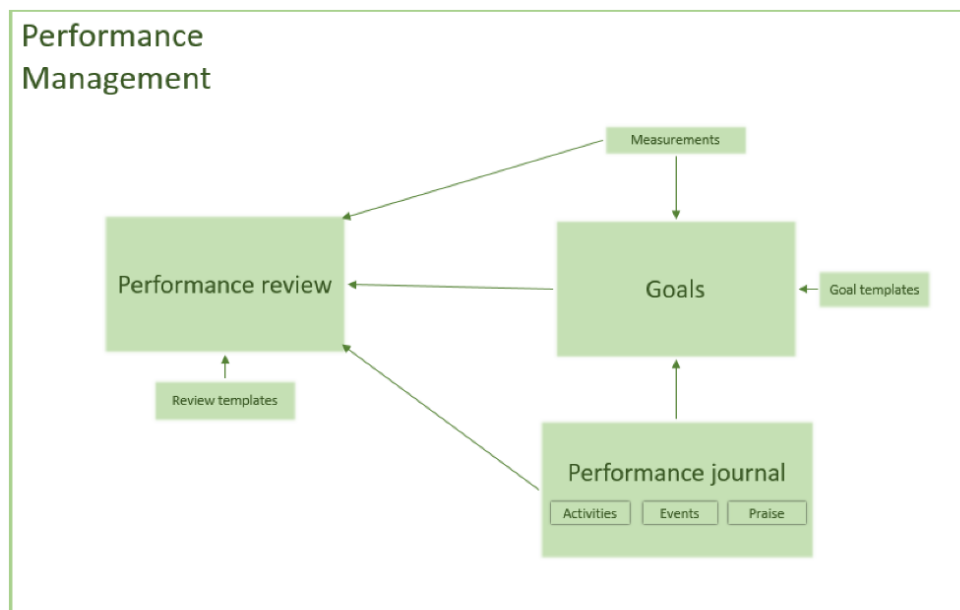
Results and Findings:

The employee of the above companies is more satisfied than in other companies ranked after them. This happens when the employer and the employee have a great relation and the work engagement of the organization is positive and motivating for the employees to retain and have great engagement. To understand their reasons to top the list, it becomes important to understand

the Performance management systems of these companies in detail of the first four companies.

Microsoft:

Microsoft has been founded in the year 1975 as an IT, Internet, Software and Services organizations, with head quarters in United states. The Chief executive officer at present for 221,000 Microsoft employees is Satya Nadella. Microsoft’s performance management process involves creating a performance journal, setting goals and conducting flexible performance reviews. The key to the performance review process is its flexibility. There are three components to the process, but the employees don’t have to complete every component, or at all, before performance review.(twheeloc, 2023)



Source: [Microsoft Documentation](#)

Above is the performance management system sample used by the Microsoft organization in their article. The performance management process lets the employees document and discuss their performance with their managers can provide feedback and guidance to the employees. The above diagram points out the three processes that have made the performance management system

of Microsoft more unique,first is the performance journal, secondly the Goals and thirdly the performance review. The performance journal is as per the employee prospective report where the employee gathers information of all the contributions done to the organization success during the review period. In this journal the events and activities contributed by the employee are

also documented, which gives the employers a view of the contribution of the employees during the review period. In addition to that an employee can also create future activities that must be completed to help you accomplish a goal, meet the requirements of a development plan or meet a performance commitment. Performance journals are not just documents where employees create goals or performance reviews.

There are two versions of the performance journals: The employee version, which is accessible through the employee's self-service workplace, ESS and the manager version, which is accessible through the manager self-service, MSS. Employees can create journals for self-study and can choose to share them with their respective managers. Managers can create journals for their team and can choose to share them with their employees.

The ESS part of the journal can give the following information.

1. Title for the activity
2. A description of the activity, which includes detailed information about the activity.
3. The date when the journal was created.
4. The dates when the activity was started and completed.
5. A status setting that indicated whether the activity can be shared with the employee's managers.
6. A setting that indicates whether the entry is part of a development plan.
7. Keywords that will help you search for similar performance journal items.

The employee can also link the performance journal to an external website by storing the URL of that site. If the journal is related to goals and performance reviews, employee can also link it to one or more of them. When the performance journal is accessed from the MSS page, you can enter the same information that you can enter from the MSS page, employee can enter the same information for employee journal. Employees can choose whether to share the manager's journal with their employees. This journal has a two-view process, employee viewing the journal or the manager or both. This is a unique journal which is very different from other performance management system which has proved that

Microsoft was able to build a positive environment for the employees.

Alphabet:

Alphabet is the parent company of Google, which was founded in 2015 under the IT, Internet, Software and Service types of organization. The headquarters of the company is in Mountain View, California in United state under the current administration of Mr. Sundar Pichai as Chief Executive Officer for 190,234 employees. Employees love to retain in the company and have shown great employee engagement as per the Forbes list as it ranks the company for world best employers as rank 3. The company's performance management system shows the reason behind the positive environment. The performance management systems of Alphabet contain (LOMBARDO, 2023)

1. Performance planning
2. Link to Corporate objective
3. Measurements and Standards
4. Performance Interviews
5. Performance Problems

The main objective of the success of Google Inc is the simple work procedure apart from incredible perks and compensations. There are few fundamental rewards existing at google like, there is no real hierarchical structure in the company, and it works in small groups, that when it gives an opportunity to maximize the performance, and this follows a flat structure. The ideas getting at the workplace are ones that are shared within small groups. Even if the work happens in smaller groups, the project manager needs to supervise the development of the committee. The company treats small groups and teams as an individual start-up. Google recognizes the importance of self-awareness, and it uses self-evaluations as the first step in the performance review process. The results are then compared with the employee's 360-degree feedback. But sometimes the process of collecting feedback can be overwhelming so in 2013, Google overcame this challenge by simplifying their annual 360-degree feedback process and it paid off as described in a book called Work rules. The percentage of the participants who perceived the feedback rose from 49% to 75% after the changes were made (Li, 2022). The different ways Google achieved this by assessing

the overall Individual and assessing the individual employee's contributions by collecting 360-degree feedback and Sharing the 360 feedback.

Apart from all the evaluations, self-evaluations become very important for the employee as it will be able to compare the different perspectives which will increase self-awareness, and this ultimately helps in improving their performance. Another crucial method is the feedback method. The formal and the informal feedback sessions by the employee and the employer would give a great outlook of the performance. When the feedback is from employee to employer, its upward feedback and employers to employee is the downward feedback. There are 13 Questions google asks their employees about management, these questions can also be taken as one's manager can ask to the employees.

1. My manager gives me actionable feedback that helps me improve my performance.
2. My manager shows consideration for me as a person.
3. The actions of my manager show that he/she values the perspective I bring to the team, even if it is different from his/her own.
4. I would recommend my manager to other Googlers.
5. My manager considers the complaints of employees.
6. My manager does not micromanage (i.e., get involved in detail that should be handled at other levels).
7. My manager shows consideration for me as a person.
8. The actions of my manager show that they value the perspective I bring to the team, even if it is different from their own.
9. My manager regularly shares relevant information from their manager and senior leaders.
10. My manager has the technical expertise (e.g., coding in Tech, selling in Global Business, accounting in Finance) required to effectively manage me.
11. I am satisfied with my manager's overall performance as a manager.
12. My manager keeps the team focused on our priority results/deliverables.

13. My manager has had a meaningful discussion with me about career development in the past six months.

At Google, managers are also encouraged to share their results and start conversations with their employees, this helps to clarify responses and learn more about the performance as a manager. Apart from the above methods, one-to-one meetings are also held for better understanding, the managers should ensure that they are prepared, available, collaborative, acknowledgeable and consistent. This helps create a positive relationship between the employee and the managers. Google has understood that quality performance management systems are achieved not just through reviews taken once in a year but it's an ongoing communication, feedback check-ins and two-way feedback that creates an effective performance management system.

ADOBE:

Adobe is a software company established in 1982, December by John Warnock and Charles Geschke. The headquarters are in Mountain View, California and United States led by Mr. Shantanu Narayen as CEO for 29,239 employees. Ranked in third position as the best place for work, small credit can be given to the performance management system which helps the employees to feel important to the organization and stay focused. One of the great features of the performance management system is the digital first check-in. This digital first check-in is the modified regular performance management system which is done annually (Chen -G. , 2023). The modified system makes sure that.

1. All employees and managers have a web-based place to document their goals, development, and growth.
2. Individual goals are documented in a centralized place, reviewed regularly, and can be updated in real-time by manager and employee.
3. Stakeholder feedback can be exchanged with anyone at any time and is stored in a centralized place.
4. Employees have access to a data-driven career discovery tool that shows them where employees in similar roles moved to Adobe. As they explore new career paths, they can set up notifications, so they know in real time when their ideal next role is posted.

5. Check-in conversations happen quarterly, providing more frequent and meaningful forums for managers and employees to exchange feedback and stay aligned on goals and expectations.

6. No formal rating or ranking, Manager determines salary and equity based on performance. Ongoing, regular check -in conversations help managers make informed, balanced decisions.

Adobe has reported a drop-in voluntary attrition rate by 30% and an increase in involuntary attrition rate by 50%. This has been possible after Adobe rolled out its frequent feedback and development process through its system named check- in. The check – in system draws inspiration from the concept of “pit stops in race car competitions”. Pit stops help the race team to refuel and service the vehicle so that the car is in peak racing condition. Similarly, the check- in system allowed employees to address their issues promptly. The check -in approach revolves around a 3- tier framework with Goals and expectation, Feedback and Developments as major process.

Adobe Check – in toolkit clarifies SMART goals framework. The expectations worksheet filled in by the employees is the most critical part of Adobe’s performance reviews. All of the discussions, feedback and Consequent development plans result from this exercise. Once employees fill in this worksheet in detail, keeping in mind Adobe’s extensive framework, they also need to follow through with their managers. Adobe recommends that employees follow through with the expectations worksheet exercise in the following ways.(Trisca, 2012.)

1. Employees should finalize their expectations and share them with their manager.

2. Before the next Check-in, employees should reflect on the progress made: What has been harder/easier than anticipated?

3. They should regularly ask for business context: answering questions like "How do their goals and expectations fit into the larger picture?" and "How is their team contributing to the company's goals?"

4. They should periodically ask for informal feedback.

This allows managers to have quarterly discussions with their team members, which makes them

communicate and interact on a much more frequent basis than before. It also gives scope for the managers to coach their subordinates and set regular, realistic, and achievable goals.(Team)

INTEL

Intel is a IT company founded in1968, with the headquarters in Santa Clara, California, United states at present lead by Patrick P Gelsinger as chief executive office for 131900 employees working worldwide. Intel company has been ranked fourth place as per the Forbes list under the IT companies. This position has been attained by great performance management systems software. The previous management system has been modified by the Devra Johnson, Director of Performance Solutions at Intel Corporation. She redesigned Intel’s performance management system to make sure high performance is tied to regular, meaningful conversations about what employees hope to accomplish(Crayons, 2018). Devra Johnson stated that there was experiment conducted with so many different things. Around 10000 employees at Intel were signed to try, where they moved to quarterly check ins starting the year with the kind of set your goals was then checked in quartered. Having a strong culture as per Devra Johnson in Intel, there were frequently discussions done with their employees weekly, random week and monthly. This carved out that same aspect of the culture, meeting one-to-one with employees and checking in quarterly on how those plans shared by the employees are being delivered make a lot of difference.(Johnson, 2018) Intel ‘s OKR (Objective and Key results) strategy has been sweeping through technology companies for years and has joined the 86% of companies which have been surveyed for the Global Human Capital Trends 2015 have recently changed their performance management system. The new approach is all about agility and flexibility, so there is no universal approach as companies search for solutionthat work best for them. However, there are, a couple of characteristics that these models have in common(Windust, 2015).In the recent changes introduced Intel corporation introduced a reward and recognition programmed for its 120000 employees world wide as the US chip giant seeks to attract new talent and retain existing employees amid a covid- induces spurt in demand

for tech workers.(Sengupta, 2022). Frequent feedbacks and rewards help in the successful management system of the company and makes its 4th rank place to work for employees. The different companies discussed above have been on the top of the list rating the best places to work for the employees. The varies strategies used to modify the performance management systems and personalize it as per the companies requirements have given them great success in increasing the retention percentage of the employees working there. The company focusses

on the regular formal and informal one – one meetings,Outlook of the career options that the employe can aim for in future. Management regularly understands the expectations of the employee by two way communication between employer and employee.Organization needs to adapt check in framework of Adobe and regular rewards and recognition.

TABLES AND GRAPHS:

The tables below show the different parameters that affect the employee in an organization.

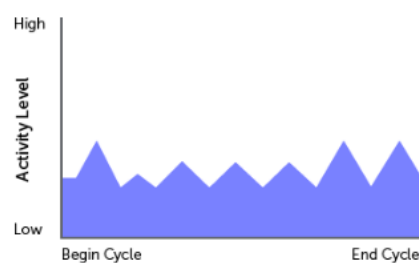
Organizations Want to Improve Performance Management

Traditional Performance Management



- Focus on process not people
- Formal and event-driven
- Separate from work
- 3-5% impact on performance

Everyday Performance Management



- Focus on people not process
- Informal and ongoing
- Integrated with work
- Up to 39% impact on performance

Source: Gartner, Inc. 2015

The above graph showhow the work focus can be maintained with regular formal and informal meetings and communication.

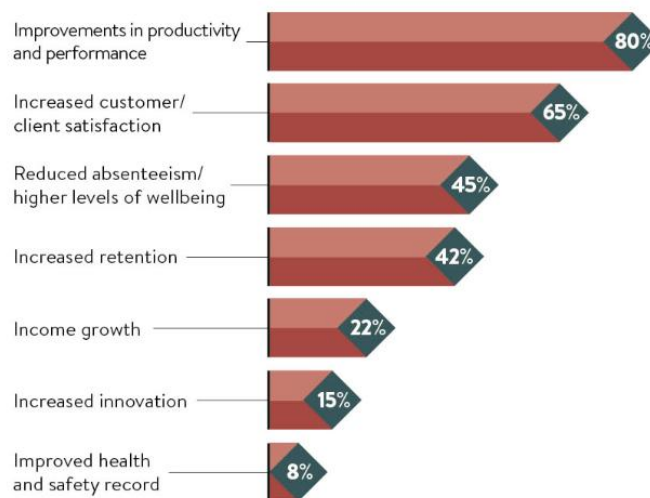
Most Impactful Employee Engagement Drivers

How important are each of the following in terms of their impact on employee engagement?
Top box scores for all respondents (8-10)



The above figure shows the major engagement drivers that shows how employee can be engaged, Major of the pointers are part of the revised performance management system that major companies have adopted.

BENEFITS OF HIGHER LEVELS OF EMPLOYEE ENGAGEMENT



Source: CBI 2015

Above shows the benefits an organization can achieve if employees are highly engaged in the organization.

Conclusion:

This paper is a literature review paper of the various performance management system features used by the major IT companies. The companies revised the performance management system in such a way that the employees benefited in an organization. The major changes made by the companies should be for feedback sessions, the Rewards and recognition system, Formal and Informal meetings of the manager and employees and 360-degree feedback. The performance management system should be able to assess the individual employees' performance, career, learning and development. It focuses on employees' personal goals and job flexibility. The best performance management system used in product base companies like Google, Texas instrument with right changes can improve the overall performance of the organization as it brings out the best in the employee's innovations and makes them more job and career oriented. Employees gain good confidence in the organization thus increasing the employee engagement when employees are working on hybrid model for these companies.

Performance management software ensures that managers and team leaders are well equipped to

lead hybrid teams properly and effectively, allows them to fully manage two different workplaces. Services, Startups and product-based companies helping employees to have great support when they work on hybrid model makes sure that the performance management system supports the tasks and not the outcomes. Develops a positive, transparent, and motivating feedback culture. It ensures that there is an optimization of the onboarding and training programs for the hybrid workplace dynamics, where employees are able to learn, grow and learn to work as a team. The important part is when the performance management systems help in providing a fair and transparent reward and recognition system for the organization which will eventually result in a high rate of employee turnover. All these changes create an inclusive work culture which helps in reducing the effects of proximity bias. Even when an employee is working remotely, the whole team works collaboratively with great communication between each other. Regular work performance reviews and clear communication allows managers to see how each employee is performing regardless of where they are working from. (Shepherd, 2021)

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