ROLE OF HUMAN RESOURCES IN PERFORMANCE MANAGEMENT OF EMPLOYEES IN RETAIL INDUSTRY

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Masters of Arts in Human Resources Management

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Abstract

The introduction chapter that is the first step in this study have highlighted the importance of the research objective and the research question by affirming that there are different strategies which are being adopted for the performance management in the retail sector. Moreover, the first chapter has also provided the background on the aspects of the different etr strategies that are adopted by the in the organization's facility for the aspects of better performance among the employees.

Chapter 2 highlights the contribution of the HR strategies which become advantageous for increasing the performance of the employees in the sector of retail. Business intelligence, mobile apps, and LMS are the technologies and tools which have been utilized for managing the performance of the employees inside the retail. Most importantly, there is a strong relationship between the engagement of the employees with performance management in the retail landscape.

The research findings are based on the interviews of 4 HR managers from different retail managers. From the overall analysis, it can be observed that organisations generally follow approaches such as goal setting, monitoring and feedback systems, and to meet the organisational objectives they follow SMART goals. They also employ HR strategies for enhancing employee performance and increase employee engagement.

In conclusion, it can be said that performance management is a combination of different factors such as goals, feedback opportunities and HR resources and most importantly, the way they align with the objectives of the company. For improving the process some recommendations are made such as the use of a performance management system, and focusing on technology for performance management.

Submission of Thesis and Dissertation

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Chapter 1: Introduction

1.1 Introduction

The research introduction chapter is the most significant one in any decision paper as it mostly covers all the essential parts that is going to happen in the other parts of the study. Moreover, this section of the study head followed all the combinations of the research background by giving a typical idea about what is regarding the research and has followed up with the research aim and objectives that is important for to be followed in the development of the meaningful study. Furthermore, this section of the study in and the chapter has also covered the problem statement along with the rationally of the study by giving a typical dissertation structure for better understanding.

1.2 Research background

In Europe's changing retail industry, HR experts are vital for assisting representatives with giving their all work through shrewd administration. This article discusses how HR assists representatives with making a valiant effort at work. It involves numbers and models from top retail organizations in Europe. HR's work begins with finding the perfect individuals to get everything taken care of and ensuring they are prepared to go about their best responsibilities. Huge attire stores in Europe like ZARA and H&M have shown how picking the perfect individuals for their jobs is significant. Eurostat tracked that organizations with great techniques for recruiting capable individuals saw their workers become 15% more useful in the initial half year (PWC, 2023).

Stores like Tesco and Carrefour centre around keeping representatives cheerful because it assists them with accomplishing better work. Research from the European Retail Consortium showed that organizations with truly cheerful and involved representatives had a 20% ascent in how fulfilled clients were (Europe, 2022). HR programs that fulfil representatives further develop how well they work. The HR offices at organisations like Adidas and Lidl burn through cash on preparing and improvement programs.
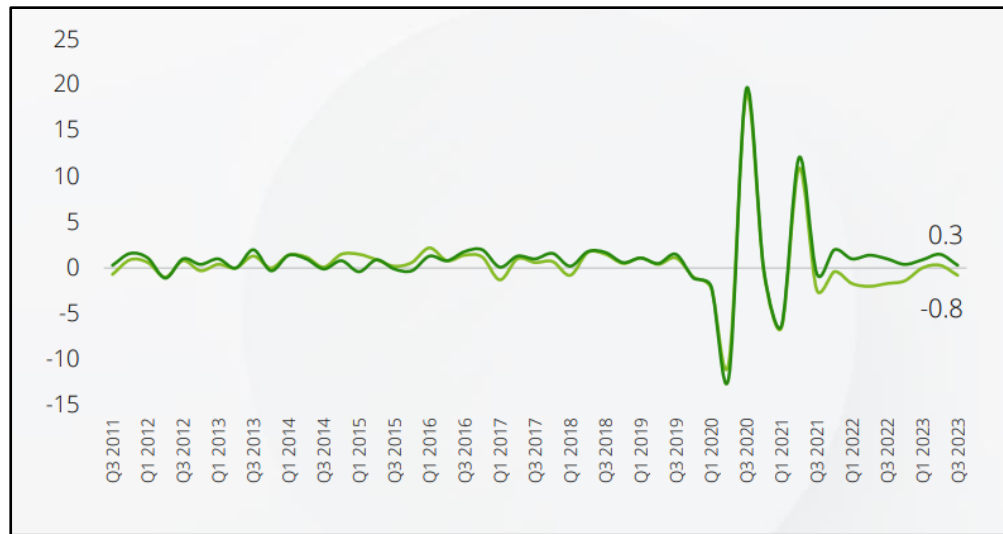
Figure 1.1: Expenditure on skills and performance in retail sectors

(Source: Deloitte, 2021)

Data from a Deloitte study shows that retail organizations that spend over 4% of their cash on preparing their representatives saw a 25% improvement in their abilities (Deloitte, 2021). HR's commitment to continuously acquiring straightforwardly influences the abilities and execution of workers.

Stores like IKEA and Aldi have fair and clear approaches to assessing how well their representatives are doing, and the HR division ensures everything is done well. Data from the European Retail Affiliation shows that organizations with great worker acknowledgement programs had 12% more representatives remaining in their positions. HR's work in making these frameworks creates a culture of acknowledgement, which urges representatives to perform well for quite a while. Because of innovation, HR in organizations like Amazon and Decathlon utilise examination for execution surveys. As per a Eurostat report, stores that utilised progressed examination saw a 20% lift in how well they work (Europe,2022). HR utilises innovation to get information-driven data, so they can settle on better choices to further develop execution.

In European stores, HR's significant job in assisting representatives with giving a valiant effort work is vital for the store's prosperity. HR experts assist with making groups that do a truly great job by finding gifted individuals, getting them included, preparing them, assessing their work, and

utilizing innovation. The outcome of HR in aiding retail organizations to be better and more creative in the cutthroat European retail market is shown by models from top retail associations.

1.3 Problem statement

The retail business in Europe dislikes dealing with its staff and this is influencing the way that workers take care of their responsibilities. The retail market in Europe needs to more readily comprehend how HR practices can assist workers with improving at their positions. Despite the fact that HR is vital for the progress of organizations in this industry, there is still a ton that we have close to zero familiarity with how to cause representatives to play out their best. Insufficient exploration on this subject is making it hard to make explicit designs for finding and preparing skilled representatives, assessing their presentation, and compensating them in the different retail markets of the district.

This space is a major issue for stores attempting to remain cutthroat and adaptable in the evolving market. Numerous organizations in Europe don't completely comprehend how to utilize HR techniques to work on their labour force and adjust to changes in their industry. This makes it difficult for them to know how to best utilize their workers to find success. Taking care of this issue is truly significant, for the outcome of the organization as well as for giving accommodating data to analysts and telling HR individuals and pioneers how to assist representatives with doing great in European retail (Awan *et al.* 2020). This examination needs to figure out what HR rehearses mean for how well representatives take care of their business. It will offer valuable guidance to organizations in Europe that believe should do well in the retail business.

1.4 Aim and Objectives

Aim

This research aims to analyse the role of human resources in the performance management of employees in the retail sector.

Objectives

- To examine the current practice of performance management in the retail sector

- To investigate the role of strategies of HR for boosting the performance of employees in the retail sector

- To analyse the relationship between the engagement of the employees and performance management in the retail sector

- To evaluate the contribution of technology in performance management in the retail sector

1.5 Research questions

- What is the current practice of performance management in the retail sector?

- What is the role of HR strategies in boosting the performance of employees in the retail sector?

- What is the relationship between the engagement of the employees and performance management in the retail sector?

- What is the contribution of technology to performance management in the retail sector?

1.6 Rationale

The exploration needs to concentrate on what HR rehearses mean for how well representatives take care of their responsibilities in European retail. This is significant in light of the fact that HR is truly significant for making an organization effective. As the retail business in Europe transforms, it's vital to know what HR procedures mean for how well representatives take care of their responsibilities (Darmawan *et al.* 2020). This is significant for the business to continue to develop. Europe has a wide range of kinds of stores, with well-known brands and different economic situations. This is a decent spot to concentrate on how organizations in various circumstances deal with their workers.

The point of the exploration is to figure out how explicit things HR might help representatives in European retail organizations take care of their business better. Understanding how to find and recruit capable individuals, train them, assess their exhibition, and prize them will give valuable data for HR individuals and company pioneers who need to improve their labour force. The review

will assist with understanding what HR methodologies mean for how well representatives go about their responsibilities in Europe (Dhanpat *et al.* 2020). This will give new data for scholarly exploration and assist organizations in the retail business with pursuing better choices. Eventually, this study will assist with understanding how HR practices can influence and further develop how well representatives work in the European retail industry.

1.7 Significance of the research

This study is vital on the grounds that it shows what HR rehearses mean for how well representatives take care of their responsibilities in the European retail market. In a quickly impacting business world, organizations in Europe really should comprehend HR systems to find lasting success. This study takes a gander at how certain activities by HR and pioneers can assist representatives with improving their specific employment. It gives pragmatic thoughts for HR individuals and pioneers to utilize (Al Aina and Atan, 2020).

The outcomes from this study can be utilized to assist with making representative approaches, oversee ability, and foster specialists in the European retail industry. As organizations manage changing worker needs, client requests, and new innovations, it's critical to comprehend what HR strategies mean for how well representatives take care of their responsibilities. The review is significant for scholastics since it adds new and important data to the current HR executives' writing. It tends to be utilized as an aide for future examinations (Ghouri *et al.* 2020). Eventually, the data from this study will assist organizations with capitalizing on their representatives, establishing major areas of strength for a viable workplace that fits the requirements of the European retail market.

1.8 Dissertation Structure
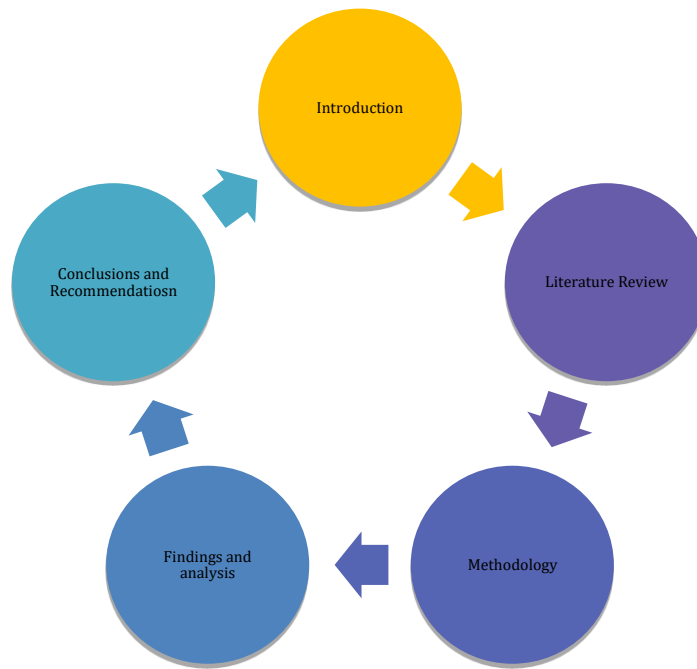
Figure 1.2 Dissertation structure

(Source: Self-developed)

1.9 Chapter Summary

It has been summarized that the chapter has provided and gathered all the necessary information by giving a statistical view and certain examples of the introduction of performance management by human resources in the retail industry. Moreover, it has been found that the overview of the study presented in the section has compiled the idea of how HR is adopting different strategies and initiatives for promoting the particulars and has also amended the study apprehension through the aim and objectives for future purposes.

Chapter 2: Literature Review

2.1 Introduction

With the help of this literature review a detailed evaluation of the present knowledge in the respective domain will be evaluated. The hypothesis of the study is founded on the present literature of the subject matter. Different themes have been undertaken in the section and the findings of the previous chapters will be extremely crucial in justifying these things in this section of this literature review. It is essential to recognise that this literature review serves as the analysis of the present literature besides reviewing the present literature on the same. The importance of the conceptual framework in this chapter can never be understated as it works as a supporting tool for this literature review.

2.2 Concept of Human Resource in the Performance Management of the Employees

Toward the beginning of an employee's training, HR drives the way in tracking down proficient individuals - an essential cycle that goes past hiring. Varma *et al.* (2023), stated HR experts work with employing chiefs to find people who have the right capabilities and values that match the association's primary aim. This cautious determination ensures that representatives are set in the best situation to maximise their assets and help the association all along. However, this literature does not address the challenges encountered while implementing these values. Armstrong and Taylor (2020) critics the HR group assists new workers with a beginning, which is truly essential for how they feel about their job role. HR assists new workers with finding a place with the organization by acquainting them with the way of life and ensuring they know their work and feel like they are important to the group. By helping workers feel like they have a place, HR makes a group that is roused and committed. Yet, this literature fails to address the approaches needed to be undertaken to tailor programs to cater to the different areas of enhancement for individuals, which opens doors for further evaluation.

HR helps put forth unambiguous and reachable objectives for workers to accomplish. This implies ensuring that all individual's objectives match the objectives of the entire association. It takes a

decent comprehension of what every individual can do, and what the association should find true success. Moreover, Dessler (2021) has stated that HR empowers a culture of continuously giving criticism. This helps representatives by offering them accommodating guidance and permits them to have discussions that assist them with continuing to improve. This continuous input is significant for further developing execution and ensuring representatives remain focused. Stahl *et al.* (2020), viewed one vital way that HR further develops how well representatives perform at work is by zeroing in on aiding them to develop and move along. HR figures out the things abilities workers are missing by checking how well they take care of their business. Then they utilize this data to prepare programs that emphasise on those abilities. Agarwal *et al.* (2022), argued these projects assist representatives with mastering new abilities now and preparing for future difficulties. This ensures that labourers can deal with changes in their industry. However, it is essential to keep employees motivated and sustained. Despite forecasting potential challenges in the future, which is yet to be addressed by the HR department of the organisations.

HR ensures that the presentation assessment frameworks are fair and clear. HR ensures that representatives know how their work is judged so everybody feels they are dealt with reasonably. HR runs acknowledgement projects to respect and reward workers who work hard. Zhang *et al.* (2023), elucidated that this is when individuals buckle down, yet in addition motivate others to give their all, which establishes a positive and high-performing climate. In current times, HR utilizes innovation to dissect information and further develop how representatives perform at work. Utilizing examination helps HR experts track down designs, measure significant numbers, and make brilliant decisions. This utilization of innovation ensures that the presentation the executives' functions admirably and can change in light of current information and understanding

2.3 Role of HR Strategies for boosting the performance of employees in the retail sector

Davidescu *et al*. (2020) opinion that the strategies of human resources have a critical role in enhancing employee performance in the sector of retail. One of the most important strategies is the acquisition of talent as well as training and enhancement of the talents. On the other hand, the research by Hongal and Kinange (2020) opinions that the involvement of the employees and the development of talents become essential to ensuring the high performance of the workers, which was not addressed in the previous research, thus pointing out a gap. The retail sector invests highly

in engaging top talents as well as in developing their skills. For example, Ztobly maintains its procedure of recruitment. This retail stresses the recruitment of employees with creative, innovative mindsets regarding fashion. Along with that, Zara includes their people in the fast-paced landscape of the brand so that innovativeness has been maintained among the workforce. On the other hand, HR, and Aithal (2020) argue that consistent training and the development of skills are the other HR strategies which are related to the retail sector, which suggests a differing opinion. The retails give high importance to the maintenance of the employees with updated knowledge about the products, and services of customers as well as technological development and so on. For example, Bravi*et al*. (2022) opinion that Aldi arranges extensive training for its employees. This retail vows for the development of the employees which assures that the employees of Aldi are strongly equipped for addressing issues in the retail which leads to high performance. However, the importance of on-the-job training is not addressed in the present literature. It is crucial to note that long lectures can be taxing on employees, and they may lose interest in the respective matter.

In contrast, Kaur *et al.* (2020) argue that the engagement of the employees and maintenance of their satisfaction are the other HR strategies which the retail sector maintains. The retail sector incorporates strategies for boosting the satisfaction of the employees regarding their jobs and this helps to present the positive landscape to the organisation. For example, Tesco Plc stress on the engagement of the employees with several practices such as a recognition program of the employees, development of careers, as well as flexible working facilities and so on. Through the satisfaction of the employees, Tesco Plc motivates its employees so that they can present outstanding services to the customers. On the other hand, Kirton and Greene (2021) argue that the maintenance of diversity and inclusion is the other vital strategy that the HR of the retail sector stresses. Diversity and inclusion become integral for implementing innovation in the sector of retail. Riccucci (2021) opinion that the retail sector gives priority to the implementation of inclusion in the workplace so that the employees can keep diverse customers. For example, Carrefour promotes diversity while managing employees. This retail incorporates creativity as well as adaptability by the prioritisation of different backgrounds which influences the performance of the employees with the maintenance of competitiveness.

Figure 2.3: HR strategies for boosting the performance of employees in the retail sector

(Source: self-created)

Most importantly, Ho and Kuvaas (2020) opinion that the well-being of the employees highlights the other HR strategy for boosting employee performance in the retail sector. Teng-Calleja *et al.* (2020) opinion that the retail arranges wellness programs for the employees in order to support the employees. For example, Ahold Delhaize stresses the well-being of the employees with the inclusion of the program of health and wellness, support for mental health, as well as flexible working timing and so on. This strategy becomes advantageous for this retail to create a healthy as well as productive base of employees. On the other hand, Waldkirch *et al*. (2021) argue that the performance metrics along with the feedback mechanism are the other vital HR strategies which bring growth to the employees. Verma *et al*. (2022) opinion that the retail sector implements a system of performance management for tracking the achievement of the team or each employee. For example, IKEA is well popular for its practice of performance management. Through the creation of clear goals, presentation of the development chances as well as feedback system, IKEA assures that the employees are associated with the objective of this organisation which leads to the high performance of this organisation.

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2.4 Current Practice of Performance Management in the Retail Sector

In the quick and raging retail industry in Europe, how execution is overseen is evolving from antiquated and unbending methods. As organizations attempt to remain adaptable and answer changing economic scenarios and different client needs, better methods for overseeing how representatives work have become vital. Darmawan *et al.* (2020), viewed this debate takes a gander at the new ways that stores in Europe are carrying on with work, and giving scenarios of how they are doing things any other way. One notable change in the implementation of the board is that it's currently centred around giving criticism frequently and ensuring everybody's objectives are connected. Organizations like Zara, a major part of the style business, are having chiefs converse with their employees on a more regular basis. This demands individuals to hold conversing with one another, so they can change their objectives as the market evolves. They centre around having evolving and upgrading debates about how well somebody is accomplishing work, rather than just discussing it once annually. However, this research fails to address the challenges encountered by the management in discussing the same frequently, keeping in mind the rising demand of the industry and it is essential to recommend strategies to strike the right balance between production volumes and employee welfare.

Top stores like ASOS in the UK and Decathlon in Europe are utilizing innovation to assist them with settling on better choices considering information. Complex devices can rapidly show how well various things are doing. Salas-Vallina *et al.* (2021), supports these gatherings use innovation to follow marketing projections, measure how well representatives work, and track down where they can improve. Utilizing innovation makes it simpler for organizations to comprehend how well their workers are doing and to settle on great conclusions about how to assist them with moving along.

Stores like H&M, which are exceptionally well known in Europe, believe it's vital to help their representatives develop and land better at their positions. Al Aina and Atan (2020), argues solid preparation programs are made to assist workers with mastering new abilities and remain refreshed on industry changes. Representative improvement plans are flawlessly consolidated into the exhibition survey process, ensuring that self-improvement matches the organization's objectives. This strategy assists workers with taking care of their business better and makes the association

more grounded. Garg *et al.* (2020), viewed acknowledgement and prize programs are ways of showing appreciation for individuals' persistent efforts and accomplishments. These projects can incorporate things like rewards, prizes, or extraordinary occasions to celebrate exceptional achievements.

Recognizing and giving awards are significant for making representatives work harder and improve. Stores like Aldi and Carrefour have set up new projects to compensate their representatives that go past giving them cash. De Vass *et al.* (2021) stated non-monetary compensations like being named representative of the month, having the choice to work various hours, and getting chances to climb in work assist with establishing a blissful workplace. These projects are put forth to perceive and root for workers' attempts, empowering them to continue to work effectively.

Sides and Cuevas (2020), on the other hand, offered a counter-argument that perceiving that when executives feel better, they achieve better work, European retail organizations are beginning to include projects for worker prosperity as a feature of how they look after employee execution. Tesco, a giant store in the UK, has set up a well-being system to help their executives with their emotional well-being and to keep harmony between work and individual life, thus striking the work-life balance. These organisations need to ensure their representatives are solid and cheerful so they can work efficiently (Hänninen *et al.* 2021). However, strategies requisite to address resistance due to frequent interventions are yet to be addressed.

2.5 Technology and Tools Used in Performance Management of the Employees in the Retail Sector

Ahmad *et al.* (2020) opinion that one of the major technologies that have been used in the management of the performance of employees in the retail sector is performance analytics as well as business intelligence. The tool relates to performance analytics to support the retail for collecting and evaluating data on the performance of the employees. For example, the fashion brand Zara incorporates BI for tracking the performance of its sales. Dang (2022) opinion that through business intelligence, Zara also tracks the satisfaction rate of the customers along with the productivity of the employees. Quan (2023) opinion that this technology presents a real-time perspective which permits the managers of Zara to make data-driven decisions to increase the

performance of the team. On the other hand, Bankins *et al*. (2023) argue that employee feedback as well as a platform of recognition highlights the other technology that has been prioritised by the retail sector for performance management. For example, H&M incorporates the recognition platform and along with that this retail also includes the employee feedback tool for engaging its employees. These kinds of platforms present feedback which is real-time and provide peer recognition. Sun *et al.* (2020) opinion that through these, the evaluation of the performance has been conducted in a structural way in this retail. Most importantly, H&M utilise these systems to boost the positive culture in its workplace.

In contrast, Arslan *et al*. (2022) argue that the AI-based tool is the other technological contribution to assessing the performance of employees in the retail sector. For example, MediaMarkt implements the algorithm of AI for evaluating the performance data of its employees. Along with that, this technology detects the working patterns of the employees and presents personalised recommendations. This also assures the data-driven practices for analysing the performance of the employees on a large scale. On the other hand, Trivedi and Patel (2021) argue that tools of employee monitoring support the retail sector in order to track the activities of the employees and this assures that the employees meet the goal of the retail. For example, Tesco Plc this tool for the management of the employees which helps to monitor the productivity of the employees, their completion of work and so on. Khan *et al.* (2020) opinion that the gaining of data through this technology helps to address the improvement areas for presenting the high performance of the employees. However, the limitations of AI are yet to be addressed. It is essential to recognise that overreliance on AI, which can stem from the approach suggested by these studies can impact the productivity of the employees, and they can also be misjudged, leading to unfair repercussions.
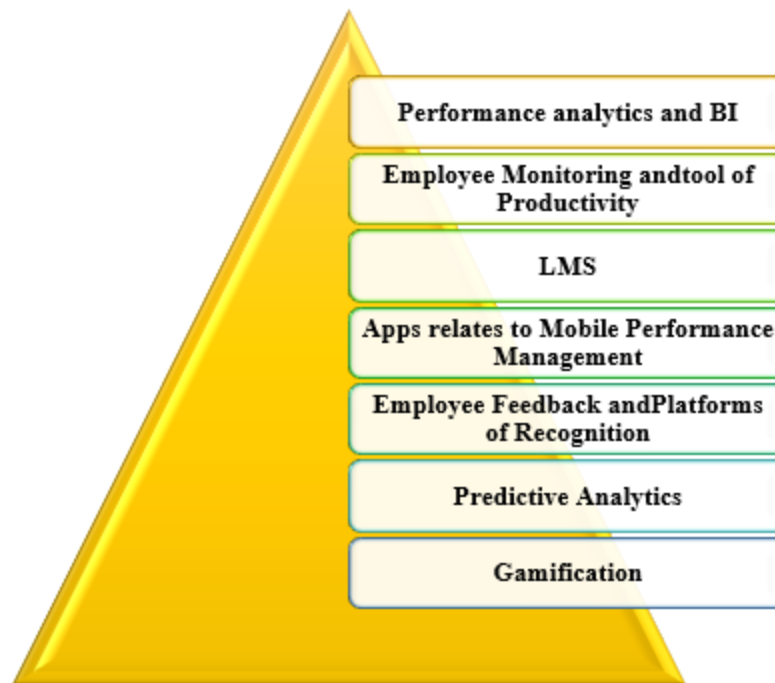
Figure 2.5: Technology and tools used in performance management in the retail sector

(Source: self-created)

In contrast, Bradley (2021) argues that the learning management system is the other technology which is associated with the performance management of the retail sector. In order to present the ongoing training as well as development to the employees the LMS become highly effective. For example, Carrefour incorporated the LMS for presenting the modules of training, tracking the progression of the employees, and assessment of the development of their skills. Alzahrani *et al*. (2021) opinion that this technology assures that the employee remains updated with the knowledge of the products, skills of customer services and so on. On the other hand, Gupta *et al*. (2020) argue that predictive analytics is another technology which becomes advantageous for the performance management of retail. This technology helps to forecast the needs of the employees on the basis of the data. For example, Aldi incorporates predictive analytics for optimizing the planning of the employees and this also shows the sufficient workforce in the peak time. Most importantly, this helps to avoid the overstaffing in this retail at the slow period. The incorporation of this technology leads to cost efficiency as well as structured utilisation of the resource.

In contrast, De Vass *et al.* (2021) argue that the retail sector also uses the mobile performance management app which become integral for maintaining the modern performance of retail. For example, online retail ASOS includes a mobile app for accessing the performance of the employees. This app is also advantageous for gaining feedback and also helps to fix personal goals. This app is also beneficial for the retail to boost communication as well as engagement of remote teams. Most importantly, Benitez *et al.* (2022) opinion that the technology related to gamification is engaged with the management of the performance of retail employees. For example, Decathlon incorporates gamified technology for measuring the performance of the employees, this also helps to transform the tasks into issues. Along with that, this technology leads to healthy competition between the employees with the fulfilment of organisational goals.

2.6 Relationship between the Engagement of the Employees and Performance Management in the Retail Sector

In the sector of retail, the relationship between employee engagement with performance management becomes vital for gaining success. Rameshkumar's (2020) opinion that the engagement of the employees suggests their commitment to the work and performance management highlights the actions which bring improvement to the performance of the employees or the performance of the organisation. Memon *et al.* (2020) enunciated that the relationship between employee engagement and performance management denotes the satisfaction of the customers as well as their loyalty. The employees in retail present outstanding customer services that bring satisfaction to the customers which paves the way for repeat business. For example, H&M and Zara incorporate the program of employee engagement which presents a positive working landscape. This helps to present the amazing services to the customers which increases the sales as well as performance. On the other hand, Amjad et al. (2021) argue that the system of performance management has an integral role in meeting the organisational objectives of the employees. For example, Tesco Plc or Carrefour incorporates tools of performance management for feedback and recognising the achievements of the employees. This becomes advantageous for increasing the performance of the employees with success. In contrast, Sumarto and Rumaningsih (2021) argue that the program of incentives is the other path for creating links between the engagement of the employees and performance management in retail. For example, IKEA set the structure of incentive which leads to the reward of the employees to increase the performance. This

highly motivates the employees to include them in job roles. Most importantly, Newman and Ford (2021) opinion that communication has an integral role in managing a connection between the engagement of the employees and the management of performance. For example, Primark stresses transparent communication to assure that its employees are well informed regarding the expectation of the performance as well as organisational goals. This leads to the trust of the employees for improving the performance of the employees. Jung *et al.* (2021) opinion that the relationship of employee engagement and performance management in retail highlights training and development. For example, Lidl or Marks and Spencer makes investments in continuous learning of the employees which becomes advantageous for boosting their skills as well as capabilities. This also highlights the boosting of performance of each employee for maintaining the commitment of this retail and this increases the engagement as well. Thus, there is a strong relationship of the engagement of the employees with performance management in the retail landscape.

However, the research by Amjad *et al*. (2021) criticises that reliance on artificial intelligence for performance management can lead to potential misjudgements keeping in mind the shortcomings of AI, and states the importance of performance management in reviewing employees.
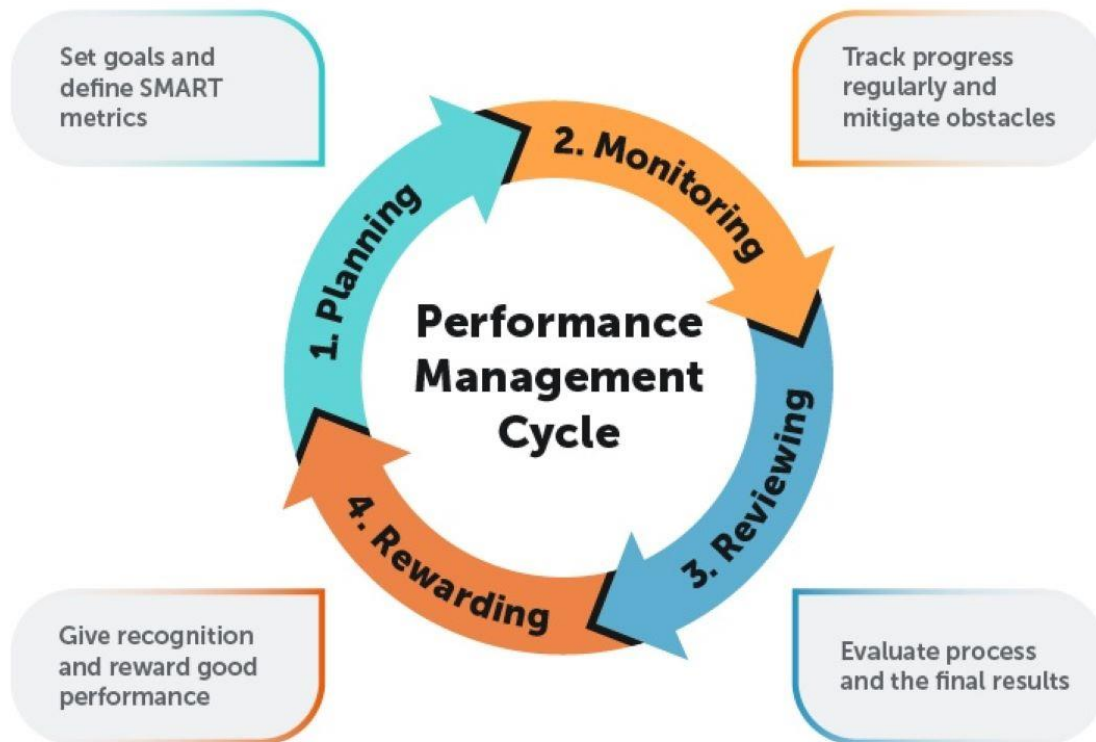
Figure 2.6: Relationship of engagement of the employees with performance management in retail

(Source: Influenced by Awan *et al.* 2020)

2.7 Application of Theory

In stores, HR assumes a vital part in assisting representatives with giving them all the work, which assists the organization with succeeding. Numerous thoughts and plans help HR experts make and utilize great ways of dealing with representatives' presentations in retail.

Goal Setting Theory:

The Goal Setting Theory made by Edwin Locke, says representatives must define explicit and provoking objectives to make them work harder and improve. In stores, the HR group lays out

clear objectives for workers to assist them with taking care of their responsibilities competently (Na-Nan *et al.* 2020). For example, when deal objectives coordinate with every individual's objective, it causes individuals to feel like they have the motivation to try sincerely and get things done, which rouses them to go about well in their responsibilities.

Performance Appraisal Models:

Performance Appraisal Models and 360-degree Criticism are ordinarily utilized in retail to assess how well representatives are doing. MBO implies cooperating to define objectives for workers and afterwards perceiving how well they meet those objectives. The 360-degree Criticism model gets input from colleagues, individuals who report to the worker, and managers to give a total image of how well the representative is doing (Rubin and Edwards, 2020). In stores, this strategy assists HR with staffing to see every one of the manners in which a representative aid and where they can improve.

Herzberg's Two-Factor Theory:

Herzberg's Two-Factor Theory: two kinds of variables that influence an individual's work fulfilment: cleanliness elements and inspirations. In stores, HR attempts to encourage labourers by giving them acclaim, allowing them to make significant choices, and offering opportunities to climb (Thant and Chang, 2021). Giving honours to representatives who work effectively or assisting them with acquiring new abilities makes them blissful and assists them with accomplishing better work.

2.8 Literature gap

The books and articles about how HR assists representatives with accomplishing better work in retail locations don't discuss the issues and arrangements in Europe. There are learns about how to oversee specialist execution, yet they have barely any familiarity with the particular ways that various societies and businesses in Europe influence how HR can assist representatives with giving their all work in retail. It's essential to fix this issue so they can come up with HR procedures that match the particular issues and chances in the European retail market.

2.9 Conceptual Framework
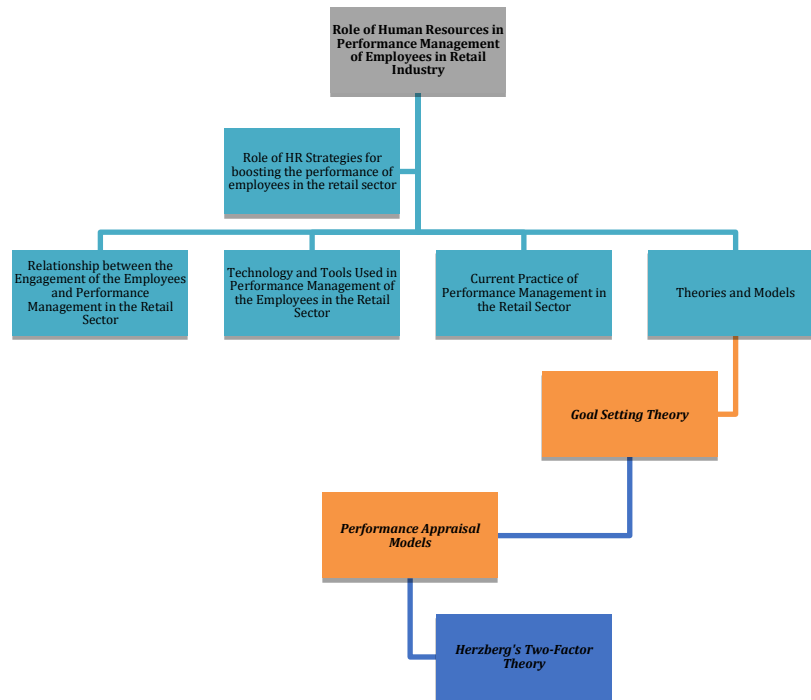
Figure 2.9: Conceptual framework

(Source: self-created)

This conceptual framework has been developed based on the insights gained from the review of the existing literature. The essential factors shaping the importance of the subject matter of HR practices in the retail industry have been discussed in the literature review which has helped in identifying the dependent, independent and driver variables relevant to this conceptual framework. The discussed importance and flexibility of the elements prevailing in the HR practices in the retail industry serve as the rationale for selecting the variables of this conceptual framework. The positive impact of the involvement of employees within an organisation on the holistic performance of the organisation justifies its selection as a variable, that forms an integral part of this conceptual framework.

2.10 Chapter Summary

It has been summarized that the notion of this literature review has been based on the different aspects that have been developed in the study and it has also provided information on the aspects of the concept of performance management and the HR relevant particulars for the same. Moreover, the literature review has also covered important topics like the strategies for boosting of performance management and the technology is which they use for this purpose along with the challenges faced and the theoretical implications on the similar.

Chapter 3: Research Methodology

3.1 Introduction

The research methodology is quite an essential aspect of a study as it helps in providing idea as to the steps and processes that should be adapted for completing the research. The research methodology to be included in the below segment will help the student to develop a proper journey through the utilisation of effective approaches towards research philosophy, approach, research strategy, data collection and analysis techniques. Additionally, the different concepts of ethical guidelines that will contribute towards keeping the entire research on track will also be included and discussed in the research methodology below.

3.2 Research Onion

A detailed framework for illuminating research methodologies is offered by the ***"Research Onion"*** model, which is presented by Saunders, Lewis, and Thornhill. The various layers involved in this research onion successfully structure the methodology section of a research. In this particular research regarding the "Impact of Human Resources on Performance Management in the Retail Sector", the methodological section can be properly guided with the help of a reliable research onion model. The first layer of the research onion which focuses on philosophy selects ***"interpretivism"*** as the philosophy for this research. This is done keeping in mind the qualitative nature of the research regarding the impact of HR management in the holistic performance administration of an organisation. Moving forward, the next layer is the approach which has selected the ***"inductive approach"*** for this research. In this layer, this research tends to include interviews with authorities of HR departments of various organisations and different professionals from the retail sector. Following that is the strategy layer of the research onion which states the strategy implemented by the research. In this case, ***"qualitative strategy"*** like interviews are included to evaluate the impact of HR management on the performance of workers in the retail sector. A ***"mono-method approach"*** is suggested by the choices of methods layer of the research

onion following that is the time horizon which is the layer which indicates the time frame of the study. To evaluate the present scenario a *"cross-sectional approach"* is selected by this research. The last section is the data collection and analysis section which focuses on evaluating the collected data. Qualitative data which is collected from interviews will be evaluated with the help of *"thematic analysis"* in this research. This layer forms the backbone of the entire research methodology section.
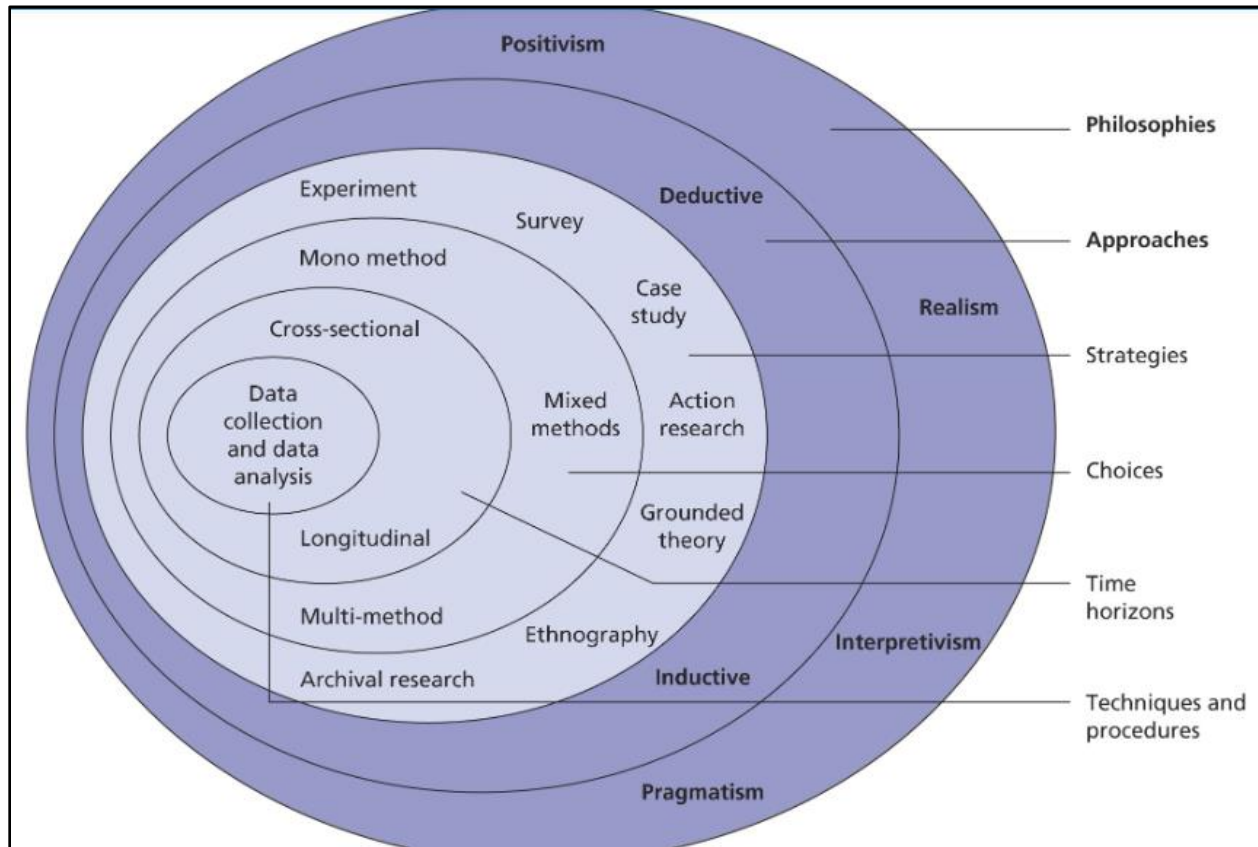
Figure 3.2: Research Onion Model

(Source: 15 Writers, 2019)

3.3 Research aims & objectives

This research aims to concentrate on the effect of HR on the performance management of retail employees. Different objectives of research are

Objectives

- To examine the current practice of performance management in the retail sector

- To investigate the role of strategies of HR for boosting the performance of employees in the retail sector

- To analyse the relationship between the engagement of the employees and performance management in the retail sector

- To evaluate the contribution of technology in performance management in the retail sector

Directing qualitative interviews with HR directors and retail representatives will give helpful data to explore the ongoing works, recognise the HR procedures and dissect the connection between commitment and execution (Ajayi, 2023). Open-ended questions can bring out inside and out views on how execution is overseen these days, the helpfulness of HR systems, and the variables influencing worker commitment.

The interviews are generally suitable for getting nitty gritty viewpoints on confounded cycles, for example, the execution of the executives and the job of HR (Al-Masaeed *et al.* 2022). The qualitative idea of interviews accommodates follow-up questions that can dive profoundly into the targets like the job of HR and the connection between commitment and execution. Interviews might give abstract records of how innovation is utilised for execution by the executives. While interviews are tedious and think about closely held convictions, they are advantageous (Gonçalves *et al.* 2023). Applying interviews close by different strategies, for example, overviews or centre gatherings could address the limits. Overall, interviews meet the exploratory objectives by collecting rich qualitative data representing varied retail perspectives. The development of good questions and sampling of retail stakeholders will make the interviews sufficiently meet the above targets.

3.4 Proposed Research Methodology

In this study, on the impact of human resources on performance management in the retail industry, qualitative methodology was used with face-to-face interviews as the main instrument of data collection. The outermost layer of the research is the research philosophies. An *interpretivism philosophy* was selected for this research as the objective was to perceive the subjective meanings and viewpoints of human resources professionals in performance management issues (Jo and Jeon, 2021). The Interpretivist paradigm favoured the inductive approach that aimed at theory building instead of testing. The other philosophies like positivism, pragmatism, and realism are rejected from the study due to their weaknesses in subjective understating. Apart from that the interpretivism research philosophy is used in the research which has capabilities to address the situation. In the next layer, the focus is on the research approaches. The *inductive approach* was adopted to allow the findings to emerge from the qualitative data based on thematic analysis. The inductive research approach is selected for the development of theories. The deductive research approach is not used in the study as it tends to examine the hypothesis before which is not required in the present study. This follows the interpretivism stance that was adopted. Research strategies form the next level. Therefore, a *qualitative* strategy with the use of *semi-structured interviews* was chosen here. Interviews were used to discover many viewpoints and get in-depth information from the respondents (Le Hoang and Grégoire, 2021). The semi-structured nature provided some structure while still enabling us to explore the feelings. The fourth layer mentions the research designs as mono, mixed or multi-method. A *qualitative study by a mono-method approach* was chosen to get an in-depth understanding of the topic amid the resource limitations. Research techniques and procedures are the foundation of the onion. Detailed, semi-structured, in-person interviews were carried out with 4 different HR personnel from retail firms (Ghanghash, 2022). The interview guide was used and covered many topics like performance appraisals, feedback, and also training. Interviews were transcribed and then thematically analysed after being recorded. On the other hand, the quantitative study deals with the numerical findings which is not necessary in the present research and thus it is not used.

An interpretive qualitative approach using interviews was quite operationally focused on the HR roles in performance management. This illustrated the importance of the research onion for guiding the research and also designing a suitable strategy.

3.5 Research Philosophy

The study made use of an interpretivism view in contrast to a positivism philosophy. Therefore, the research is such that it needs to decipher and unravel the subjective views and experiences of HR professionals in dealing with employee performance management in the retail sector. Retail is service-oriented and interacting with people is more complex than just doing machines' work. Interpretivism strategy is the performable one because it concentrates on the issue of learning individual points of view and specific situations.

Positivism tests hypotheses and comes up with generalizable causal laws by the use of quantitative approaches e.g., surveys and experiments. On the other hand, human resource management is a process in which social processes unfold that are not as commonplace as measurable variables which we can objectively test (Göransson and Hajdu, 2023). Outside of organizational culture, leadership styles, and interpersonal agreements, contextual factors are the main drivers of performance management in retail. Positivism loses behind in the unveiling of these intricate mechanisms. Meanwhile, interpretivism relies on qualitative methods, for instance, interviews, to collect qualitative data for the description of the subjective meanings and the lived experiences. This is consonant with this interpretivism philosophy that one grows an interpretive epiphany of how HR acts as an impetus for performance management in the retail realm. Positivism advocates the use of quantitative tools for empirical data collection, frequency distribution, and hypothesis testing, but this is insufficient for a complicated social issue (Saha, 2022).

In addition, interpretivism was chosen instead of positivism for this research based on the fact that retail performance management deals with social realities that are better depicted subjectively instead of an objective approach. The pragmatism philosophy is based on the mixed method which is not required in the present study and thus pragmatism is not used. Realism philosophy depends on the idea of independent human minds and thus has no use in the development of the present research. Considering the interpretivist perspective, there is a better opportunity to understand the HR world from different standpoints.

3.6 Research Approach

The study uses an inductive method, which is characterised by starting with data and theories, and consequently arriving at general conclusions. This inductive approach agrees with the study objective that seeks to find out the role of HR in performance management in the retail industry. An inductive approach is viable because the study is exploratory by nature and looks into building new theories and ideas by collecting qualitative data from retail workers and HR professionals (Karim, 2020). The inductive method allows the researchers to acquire open-ended data through methods like interviews and focus groups, to mention but a few, without being limited by the existing theories or hypotheses.

The research based on induction starts with particular observations and measurements, reveals the patterns and regularities, puts forward the preliminary hypotheses to test, and eventually, comes up with some general conclusions or theories. The inductive nature of open-ended inquiry allows discoveries to come forth from which the data could not be anticipated from the beginning (Purwadi *et al.* 2020). The inductive approach has been more suitable for the exploratory nature of this research. Deductive research begins with existing theories and hypothetical observations that are then tested through experiments and observations and thus it is not used in the present study. The purpose of this study was to introduce new theories in an under-researched area, thus starting with the predetermined hypotheses would have limited the findings. The inductive way was more flexible to reveal novel ideas which were supported by the data. The open-ended inductive learning worked well to provide innovative points of view in this field.

3.7 Research Strategy

The study chose a qualitative approach as its research strategy for several important reasons. Qualitative research is good at understanding experiences, perspectives and attitudes using in-depth conversations. Interviews allowed the study to formulate open-ended questions, probe for detail, and understand complexities in participants' views (da Cruz Carvalho *et al.* 2020). This is consistent with the objective of the study to investigate the role of HR in performance management including the employee and manager viewpoints. Interviews facilitate the collection of thick, vivid data regarding perceptions and experiences with HR practices of performance management.

In turn, the study avoided a quantitative approach using surveys because the use of standardized survey questions may not provide the depth and complexity desired. The questionnaires limit the participants to predetermined response options which may not represent the respondents' full opinions (Taheri *et al.* 2020). The function of HR in performance management by employees is a complex question, and the quantitative data may miss the key insights that come through qualitative open discussions. The sample size for in-depth interviews is also smaller than large-scale surveys, allowing us to delve deeper with each participant versus broader but less detailed data.

Furthermore, qualitative research is suitable for exploratory studies where concepts are not yet clear. Probably, the existing research on HR's role in retail performance management across various contexts is not enough to inform the design of a standardized survey instrument (Kurdi *et al.* 2020). The open interviews do make possible the emergence of new understandings rather than imposing existing assumptions. These are the reasons why a qualitative approach using interviews is best for this study, but a quantitative survey strategy would rather not suit the research questions.

3.8 Qualitative Data Primary Collection

The research concentrated on primary qualitative methods, as opposed to quantitative methods like surveys, for a study on performance management in retail for several influential reasons. As a first step, qualitative methods enable the examination of particular experiences as well as perceptions and processes concerning performance management (Kalyanamitra *et al.* 2020). Interviews provide an in-depth analysis of how both managers and employees regard their performance evaluations, feedback, goal-setting, and rewards in a detailed way that a simple survey may not catch. Participants were better able to provide their points of view and bring life to what they have been through. Furthermore, the qualitative data allows the researcher to understand the context in which the human resources policies and practices are instituted. Quantitative data will let you see what practices are in place but not the reasons behind them and the ways they are implemented (Abdullah *et al.* 2021). The qualitative data has just illustrated the real-life challenges, the emotions, and the whole social dynamics that numbers could never show.

Lastly, qualitative methods enable the expression of feelings and attitudes about delicate topics such as salary, job safety, and workplace relations by employees. In an anonymous interview, they

may be more forthcoming than in a survey. The stories they tell are the ones that humanise the research (Murtiningsih, 2020). Therefore, the exploratory character of qualitative research coincides with the purpose of the research which seems to be comprehending the HR role and effect in this particular sector. The quantitative data is better for testing hypotheses; the qualitative data – for developing theories and insights. The application of qualitative methods fits the function of this research which interprets performance management.

3.9 Population

This current research has constructed 20 semi-structured interview questions and 4 different human resource managers in the retail industry. The reason behind conducting 4 different managers from different sectors in the retail industry is to identify the importance of human resource management for improving the performance management of employees. The population of the interview is selected by the progressive sampling strategy by which the selected participants are incorporated into the research process. The population had to sign the consent form for participation in the research. The four different managers are involved in the study as the exploration of the questions can produce efficient results through the interview process. The population that is selected for the research is chosen by the sampling strategy with a small sample size compared to the survey participants.

3.10 Analysing Qualitative Data

The data has been analyzed for this study with the help of thematic analysis. Mainly the semi-structured interview was performed online and audio records of the respondents were kept safely. The collected information has been analyzed through thematic analysis based on the responses provided by the respondents regarding the interview questions. Thematic analysis has been considered because it is easy to proceed with and does not require time and cost like other analysis processes (Taheri *et al.* 2020). Additionally, thematic analysis is a part of secondary data therefore the collected interview responses have been thoroughly analysed by interpreting pre-existing information from secondary sources to make those responses more validated and reliable for future viewers. The thematic analysis that is projected in this study is comprised of differential content analysis that will focus the human behavior as per the required results of the interview. Thematic analysis has different stages and by these stages, the thematic analysis framework operates for the

development of themes by which the required analysis is established based on the accurate findings from the interview transcript. That is the reason for considering the analysis of the collected data, thematic analysis has been used based on the provided responses of the interview transcript method.

3.11 Ethical Issues

The researcher got permission from everyone before conducting interviews. The participants in the study were told why the study was happening, that they did not have to do it if they did not want to, that their information would be kept private, and they could stop being in the study whenever they wanted. The personal information of the participants was taken out of the written record, and only the research team could see the original recordings and written records (Murtiningsih, 2020). This study discussed the rules about keeping things private, like when the study has to tell someone about certain information because the law says they have to. The people in the study were treated well and efforts were made to reduce any potential harm to their mental, social, or financial well-being. The questions were asked in a way that would not make people upset. The study was trained to do sensitive interviews in a fair and right way. This study was very careful when interviewing HR's who may need extra support. People did not have to join if they did not want to, and no one tried to force or persuade them to join (Göransson and Hajdu, 2023). The study kept the information safe by using passwords, and codes, and keeping it in a safe place. The report accurately told the truth and did not hide or twist any information. The research helped make human resources management better and also made sure to protect the rights of the people involved.

3.12 Limitations to Research

The study only looked at how HR helps with performance reviews in retail, without looking at other types of businesses. The interviews gave detailed information, but only a few HR professionals and retail employees were involved. The results cannot be applied to all retail businesses (Gonçalves *et al.* 2023). The interviews were based on what the participants felt and thought, which could be affected by personal biases. The researcher's biased opinions when analyzing and interpreting data can make it harder to find real results. Interviews only give a quick look at a certain time, while longitudinal data shows changes over a long period. Other things like

the way the company works, who is in charge, and how competitive it is can also affect how people do their jobs, but this study did not look at those things (Murtiningsih, 2020). Looking only at HR's role does not give a full picture of all the things that affect how well people work. In the future, more research should be done using different ways of gathering information, larger groups of people, and looking at different viewpoints from people involved in the work and customers.

3.13 Timeline

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10
Selection of topic	■									
Selection of aims and objectives		■	■							
Formulation of research questions				■	■	■				
Literature review					■	■	■	■		
Selection of proper methodologies					■	■	■	■	■	■
Data collection					■	■	■	■		

Data analysis										
Reporting the results										
Findings and discussion										
Documentatio n of the whole work										

Table 1: Research timeline

(Source: self-developed)

3.14 Summary

The study is oriented toward understanding the role of human resources in affecting performance management in the retail sector through qualitative interviews. It follows an interpretive philosophy, inductive technique, and thematic analysis. Ethical issues and limitations are being addressed. The timeline consists of ten weeks from picking up the topic to the final documentation.

Chapter 4: Findings

4.1 Introduction

The findings and analysis part looks at the complicated nature of retail performance management and how strategic approaches to human resources affect how well employees do their jobs and the success of the business. It talks about trends in performance reviews, such as ongoing feedback and incorporating technology into performance management systems. The retail market moves quickly, so HR policies need to encourage employee involvement, diversity, and talent growth to make the company more competitive. This part ties together theory frameworks with real-world applications and founds important connections between how happy employees are and how well the company does.

4.2 Findings of the qualitative research

Research objectives	Major Themes	Minor Themes
To examine the current practice of performance management in the retail sector	- Performance evaluation process - Goal-setting methods - Review frequency and format - Feedback and coaching mechanisms	fairness and objectivity in performance evaluations
To investigate the role of strategies of HR for boosting the performance of employees in the retail sector	- Strategies for enhance employee performance - Aligning strategies with business objectives - strategies for	Employee engagement strategies

	performance improvement ● skills development and training in its HR strategies	
To analyse the relationship between the engagement of the employees and performance management in the retail sector	● Indicators and metrics does the organisation does to measure employee engagement ● Effective strategies for enhancing engagement through performance management ● Future direction and innovation in retail performance management	Employee Engagement and employee performance
To evaluate the contribution of technology in performance management in the retail		Role of technology in performance management

sector		
	- Data driven decision making - Real time performance tracking - Enhance employee training and development - Enhance employee training and development	

Table 4.2: Theme formation

(Source: self-created)

4.3 Linking with objective 1: To examine the current practice of performance management in the retail sector

Performance evaluation process

A full comprehension performance evaluation mechanism is now employed by businesses which involves different stages and people for equitable and effective appraisal of employee performance. Monitoring and feedback are the other main processes of performance evaluation when the goals are set in the first place. In this context Interviewee 1 added, "*Our organization conducts performance evaluations through a combination of goal setting, regular feedback exchanges between managers and employees, and formal performance review meetings conducted on an annual basis*" [Interviewee 1]. Managers besides doing periodic reviews and rounding the council to employees provide timely feedback thereby enabling employees to track their course and improve their performances before the end of the review period. For this, these meetings may be virtual or in-person, or development discussions may be real-time or followed by feedback. Formal performance reviews are almost always performed during an annual or semi-annual cycle and usually serve as a well-organized platform which permits a collective evaluation of an employee's performance relative to the appropriate goals and skills. Interviewee 4 added, "*We do official performance evaluations after the term, during which we evaluate each employee's*

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accomplishments, areas of strength, areas for development, and overall impact on the store's success" [Interviewee 4]. These appraisals usually commence with the employee himself and proceed with the manager doing the same, followed by a collaborative discussion to attain a unison opinion, then arrive at the overall performance appraisal.

Goal-setting methods

Determining the goals and objectives is a vital part of the assessment process since the goals/objectives are the points of reference against which employee performance is compared. Companies usually use the SMART framework for setting goals which means that the goals to be attained should be specific, measurable, achievable, relevant, and time-bound. Along with that Interviewee 1 added, "*Our organization utilizes a goal-setting framework that includes SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, aligned with organizational objectives, and supported by performance management software for tracking and monitoring progress*" [Interviewee 1]. In this context, Interviewee 4 also answered the same way as Interviewee 1. Therefore, the fact-based performance appraisal system offers clarity and alignment to the staff that enables the employees to understand exactly what to expect and how it would be measured in terms of their work. Aside from using the SMART goals, organizations can employ KPIs that are designed to define specific work-related objectives that are aimed at supporting the integration and growth of the departments and the whole organization. These KPIs are designed in a manner that can be tailored to specific positions at the company, differentiating strategies that will bring results.

Review frequency and format

The frequency and structure of performance reviews are contingent upon the organization; however, they are typically in line with an established method. Performance review schedule often is formal and is performed annually or semi-annually. Interviewee 2 added to that, "*We follow the quarterly performance review system*" [Interviewee 2]. It gives the reviewer the ability to evaluate the performance of an employee over a prolonged period. These reviews commonly take a personal conversation form which begins with a scrutiny of the progress against set goals. Managers and employees bring up particular concrete statistics to set the bars of performance against key duties and specific abilities. Interviewee 4 stated "*Supervisors and staff converse, exchanging insights and criticism. Collaboratively, strengths and areas for improvement are determined, and action*

plans are developed" [Interviewee 4]. That process enables its participants to exchange ideas, and reactions, and create posts.

Feedback and coaching mechanisms

Feedback and coaching which are effective factors of a successful performance management system can lead to better performance in the organization. The organizations pay more attention to feedback and coaching on an ongoing basis, which normally is not limited to official review periods. It can be observed in the answer of interviewee 1, as he stated that, "*...organization emphasizes continuous feedback and coaching throughout the year, facilitated by regular one-on-one meetings between managers and employees...*" [Interviewee 1]. The continuous process of monographic meetings between managers and workers can promote open channels of communication and provide immediate feedback and supervision when necessary. Such sessions offer the space of being open and therefore one can discuss the performance, resolve any emerging challenges or problems, and then find out areas which need improvement or support. Furthermore, organisations can use the channels of the feedback tools and platforms which allow peer-to-peer feedback, customer feedback monitoring or anonymous feedback. This way is necessary to change the culture so that it becomes open, constructive, and honest which in turn leads to an environment that encourages experiments and is focused on growth and development.

Fairness and objectivity in performance evaluations

To organizations, the dynamics of performance appraisals go hand in hand with fairness and impartiality. As a result, multiple methods of reducing bias and getting staff in sync are implemented. First, businesses develop and communicate to all employees shared evaluation criteria that are consistent. While maintaining openness, it lays down the basis for evaluation and ensures systematic implementation. In this context, Interviewee 3 added, "*..The quarterly discussion checks in with the employees and tracks their level of achievements while the appraisal gives an insight into their final scores..*" [Interviewee 3]. Managers receive coaching on conducting evaluations based on facts with bias elimination and on giving constructive feedback which focuses on behaviour which is observable. Interviewee 4 added that, "*We create clear evaluation standards and make them known to all staff members up front, giving them a firm foundation for assessment*" [Interviewee 4]. Therefore, organisations may run calibration meetings among managers to make their ratings blend to ensure the same performance standards across teams and departments.

4.4 Linking with objective 2: To investigate the role of strategies of HR for boosting the performance of employees in the retail sector

Strategies for enhancing employee performance

Companies use a multifaceted approach aimed at the development of personalized professional progression plans, regular feedback mechanisms, servant recognition programs and a culture of ongoing learning and training. It can be observed from interviewee 1's response, "*Our organization employs a combination of personalized development plans, regular feedback mechanisms, and recognition programs to enhance employee performance, fostering a culture of continuous learning, growth, and engagemen*t" [Interviewee 1]. A crucial strategy is the establishment of personalized development programs that meet the employer's interests. These programs are aimed at assisting with the identification of workers' strengths, weaknesses, and career paths. They correlate with strategies that evaluate designated goals, measures of progress, as well as time frames, allowing workers to focus their energy on areas that will help them perform better and grow overall.

Feedback tools play an important part in improving performance but it is important to continually evaluate their effectiveness. Organizations provide an office culture of open communication where the helpers conduct regular one-to-one meetings with the workers and provide immediate feedback, coaching, and help among others. Interviewee 4 added, "*We honor and thank staff members for their accomplishments and efforts. This might come in the form of pay raises, bonuses, or non-cash benefits like more vacation time or public recognition*" [Interviewee 4]. This ongoing loop of feedback offers associates an opportunity to correct and address impediments efficiently and work congruously with the highly desired corporate consequences.

Aligning strategies with business objectives

The incorporation of HR strategies with business objectives is a tip here, as it is indispensable to eliminate the idea that employee performance is not structured for the betterment of the organization. HR people often collaborate with business managers to define the very specific targets and aims of the entire enterprise like the market, revenue or satisfaction. In this context Interviewee 2 added, "*The tasks are to be finished by the employee within a certain time to make them understand the new policies/changes in product SKUs*" [Interviewee 2].

First, when these goals have been outlined, HR strategies are then shaped to enable their successful realization As an illustration, if the organization sets the target to boost the income by a specific

number, then the employees of the company are supposed to meet the individually designed sale's forecasts and use some performance metrics to measure their level of success. While answering the question Interviewee 4 added, "*We create training and development plans to help our staff members improve these abilities and match them with the goals of the shop*" [Interviewee 4]. Therefore, they are thought to take part in training programs to improve their knowledge about the produced items, sales techniques, as well as customer service skills.

Strategies for performance improvement

Organizations have successfully run various HR initiatives which have positively influenced employee performance. Widely adopted is the execution of mentorship programs that encourage knowledge transfer, provide direction and assist professional growth. In response, interviewee 1 stated that, "*implementing mentorship programs to support career growth, offering flexible work arrangements to improve work-life balance, and providing training opportunities to enhance skills and capabilities, all of which have positively impacted employee performance*" [Interviewee 1]. These programs are not only developing employee skills and professionalism but also lead to the formation of a learning culture. Flexible work arrangements consisting of remote work or flexible hours have also turned out to be a successful strategy. Through the advocacy of a balanced work-life, organizations can enhance employee satisfaction, decrease burnout and as a result, raise productivity and performance.

Skills development and training in its HR strategies

Skills development and training are the two essential HR strategies which are aimed at raising employee output. Organizations employ a multi-angle approach on this aspect and include components of personalized training plans, access to online learning platforms, in-house workshops, mentorship programs and possibilities for cross-functional collaboration and job rotation. During the interview, interviewee 2 emphasised skill development and training in its HR strategies through "Online courses". Interviewee 4 added to this context, "*We create and implement specialized training programs that fill in the organization's recognized skill gaps based on the evaluation of training need*s" [Interviewee 4]. One of the initial steps in that process is Conducting a Comprehensive Training Needs Analysis (TNA) whose primary goal is to identify existing and emerging skill deficiencies within the organization. As a result of this analysis, targeted training programs are designed to address specific skills gaps and in line with the organizational mission and goals. Furthermore, companies invest in Learning Management

Systems (LMS) which gives access to many online courses and resources from which employees can upskill and reskill at their own time and speed.

Employee engagement strategies

Employee engagement is one of the key aspects of HR policies which were made to provide the best results. Engaged employees will markedly improve productivity, creativity, and overall contribution, these attributes will eventually shape organizational success. In this context, Interviewee 1 added, "*Employee engagement plays a pivotal role in HR strategies aimed at boosting performance by fostering a sense of ownership, commitment, and motivation among employees, leading to higher levels of productivity, creativity, and discretionary effort, ultimately driving overall performance and organizational success*" [Interviewee 1]. To create a feeling of involvement, institutions put measures in place that help employees have a sense of ownership, devotion, and drive towards their roles. These initiatives could involve team-building exercises, open channels for communication, and appreciating the contribution of employees by recognizing them. On the same hand, organizations have employee well-being at heart by giving programs and policies that reinforce work-life balance, mental health, and healthiness in general. It can entail practices which can be in the form of providing flexible work arrangements, wellness programs and employee assistance programs.

4.5 Linking with Objectives: 3: To analyse the relationship between the engagement of the employees and performance management in the retail sector

Indicators and metrics do the organisation does to measure employee engagement

The second person interviewed stressed that involved workers foster a mindset of responsibility, which leads to better work and more output [Interviewee 2]. Furthermore, it stressed the positive effect of engagement on teamwork, pointing out that a collaborative environment speeds up problem-solving and makes things run more smoothly. Interviewee 3 talked about how important engagement is for supporting ongoing improvement because involved employees are more likely to take part in training and development programmes that help them improve their skills and service levels. Likewise, the current interview said that more participation makes staff happier, which leads to less employee turnover and higher customer satisfaction rates. Moreover, Interviewee 2 concluded that these traits work together to make the shop run better, which includes

things like more sales and higher customer trust. All of their answers show how important it is for retailers to keep their employees engaged in order to meet key success measures.

Challenges and barriers in integrating engagement in performance management

According to what Interviewee 1 said, organisations face a number of issues and problems when they try to include involvement in performance management. Getting the personal goals of each employee to work with the organization's general goals is an important task that can be hard to handle correctly. When this does not happen, workers do not know how much their individual efforts affect the general performance, which can lead to uncertainty and lower engagement. Making sure there is constant contact and feedback is another big problem. These are important for making workers feel engaged and included. Interviewee 1 said that workers might feel unappreciated and alone if they don't get regular feedback or contact. This could make them less engaged. Moreover, traditional performance management systems tend to focus on measures and results, sometimes forgetting about things like employee morale, drive, and job satisfaction. Since the lack of paying attention, the workplace might become mechanical, with people just going through the steps without really caring about their jobs. Moreover, it is challenging to combine engagement with performance management because different people in the workforce have different standards, beliefs, and ways of responding to feedback and rewards. Changing involvement strategies to meet the needs of a diverse workforce takes a lot of work and resources that are not always easy to get. In essence adding engagement to performance management might also fail if managers do not get the training and help, they need to use effective engagement strategies. Managers play a big part in motivating and driving their employees, and if they don't have the right tools and skills, it can be very hard for them to do their job well. Lastly, both workers and managers who do not want things to change can make it harder to get more people involved [Interviewee 1]. The individuals often fight change because they like sticking to the same old habits and do not believe in new ways of doing things, which they might see as annoying or unnecessary. Moreover, to get around these issues, one needs a clear plan for handling change, ongoing training, and regular communication about the benefits that more participation brings to both individuals and the group as a whole. Even with these problems, Interviewee 1 stresses that the expected rewards, such as higher general performance, higher productivity, and higher staff morale, make the effort worthwhile.

Effective strategies for enhancing engagement through performance management

Interviewee 4 says that if the management wants to improve employee involvement through performance management, individuals need to use a lot of effective strategies that put building a helpful and open organisational culture at the top of the list. The use of ongoing, real-time feedback instead of just yearly reviews is an important factor in this area. When one uses this approach, it can keep the lines of communication open and include feedback in daily work. This makes performance reviews less stressful and more helpful [Interviewee 4]. Moreover, the study depicts how important it is to rapidly and truly recognise and praise staff achievements. *"Employers can boost employee happiness and encourage them to do their best by giving them cash rewards, chances to move up in their careers, or public praise".* Additionally, Interviewee 4 stressed the importance of aligning personal goals with corporate goals so that employees can understand how their efforts affect the success of the company. Moreover, it is essential to ensure this connection happens is important for getting employees more involved because it helps them understand the planned path and goal. For higher involvement, Interviewee 4 suggests letting employees help set goals and make decisions. This would give workers a sense of control and responsibility. The more power to provide employees over choices that affect their job and the company, the more likely they are to feel dedicated and involved. Giving managers training to improve their leadership skills is another important step. This will help them educate, encourage, and help the people who work for them. Leadership has a big effect on how people see performance management systems, which can either make them more engaging or less engaging. Managers who are good at conversation, understanding, and helping employees grow can create a good work environment that keeps employees engaged over time. Interviewee 4 "*about how important it is to have open work plans to help people balance their work and personal lives".* This strategic method considers the fact that workers are more involved when they are not too stressed out or tired. Finally, it is important to keep improving the performance management system so that it can adapt to changing workplace conditions and meet workers' needs. Thereby, individuals need to keep asking workers what they think about the system, making sure they feel heard, and improving the processes so they better meet their needs. Together, these strategies not only make performance management better, but they also build a stronger and more involved staff, which is important for increasing productivity, keeping employees, and total job happiness.

Future direction and innovation in retail performance management

Interviewee 1 thinks that new technologies and data analytics will be used by store performance management to make decisions better and make the work experience better for employees. AI and machine learning will make it easier to collect and analyse performance indicators, giving us more accurate and faster information about how well our staff and customers are doing. A data-driven method emphasises doing moreR objective evaluations and tailor-made growth projects. This makes things more efficient and interesting [Interviewee 1]. Furthermore the current study focuses on "*performance management tools that combine feedback, learning management, and bonuses into a single, easy-to-use screen that focuses on the whole experience of employees*". These platforms will allow people to talk to each other and get feedback all the time, which will encourage an atmosphere of constant growth and new ideas. These technologies will make things easier, give people more control, and make things clearer in retail stores. Moreover, it will boost company success and get employees more involved. In this way, performance management in retail may become more networked, flexible, and data-driven. These methods will make employees happier and more interested in their jobs.

4.6 Linking with objectives: 4: To evaluate the contribution of technology in performance management in the retail sector

Data driven decision making

The current study stressed how important it was to use technology to make data-driven decisions that would change performance management in the retail business [based upon the perspectives of interview 3]. Retailers may use business intelligence and advanced analytics tools more and more to gather, examine, and make sense of large amounts of data from a variety of sources, such as point-of-sale systems, customer comments, and staff performance records. Managers can make smart choices about hiring, promotions, product management, and how to best serve customers because there is so much data available. For example, using prediction analytics might help figure out how much of an item people will want, which would lead to better stock management and less waste. The innovation and technology might be effective for group performance data into different groups based on things like shop location or staff job. This provides a more complete picture that might be effective to make plans that are specific to each person's needs or worries. Interviewee 3 opined about how important it is to use technology to find trends and patterns in employee

performance that might not be obvious with traditional methods. For example, technology might show how changes in sales during different times of the year affect measures of staff effectiveness. *"This subtle understanding helps make evaluation systems that are more fair and training courses that focus on areas that need growth, which in turn makes employees more involved and more likely to stay with the company"*[Interviewee 3]. Technology is an important part of performance management in retail because it helps managers see how the business is running and how productive their employees are. This lets people make strategic decisions that improve the general success of the company.

Real time performance tracking

The real-time performance tracking tools have revolutionised retail performance management [Interviewee 4]. Retailers may now track performance using integrated software and IoT devices. Sales, customer, and staff productivity data are available in real time to management. This fast access to performance data allows for speedy responses to service or sales declines and proactive problem-solving. Moreover the opinion of the interviewee 4 suggested that a store's sales drop rapidly, management may quickly review performance data to discover issues like understaffing or poor customer service and take corrective action. *"Real-time tracking dynamically schedules staff based on shop traffic rather than forecasts, optimising manpower allocation"* [Interviewee 4]. This flexible technique ensures stores have enough labour during busy seasons without overpaying during calm periods. Real-time data also lets staff gauge their progress and areas for improvement. This fosters accountability and growth. As Interviewee 4 suggested, the fast-paced retail market requires timely feedback and operations adjustments. Retailers improve business performance by maintaining good customer service and operational efficiency.

Enhance employee training and development

Based upon the perspectives of the interviewee 2 opined about how technology has improved retail staff training and development. Digital platforms like LMSs and VR simulations have revolutionised teaching. These technologies provide personalised, engaging learning at employees' own speed and learning styles. LMS may offer a variety of courses and resources at any time, which is helpful in retail situations where arranging training around staff shifts is difficult. However, VR provides dynamic and realistic training experiences for hands-on skills like customer service and retail operations, allowing staff to practice and improve in a safe setting [Interviewee 2]. "*Technology also helps employees improve by providing microlearning and just-in-time*

training modules before product launches and advertising campaigns". This strategy boosts learning and retention. Interviewee 2 also noted that technology allows store managers to assess training progress and programme effectiveness, allowing them to make data-driven choices regarding future training requirements and programme revisions. Technology in training and development simplifies the process and improves training efficacy, improving employee performance, satisfaction, and store performance.

4.7 Summary of the key findings

From the overall analysis, it can be said that many organizations practice advanced performance management which contains goal setting, frequent feedback, formal reviews, and individual development attempts. SMART goals in line with the company objectives, and, in addition, personal KPI will be a guide to an employee on what is to be accomplished. Such reviews, ongoing once or twice a year may go deeper and be complete, covering key areas like strong points, weak ones, and action plans. Flexible check-ins and the use of real-time feedback systems, make it possible for continuous coaching, which is highly important for the personal growth of employees. It is hence important for the admissions process to assess candidates based on clear criteria, calibrated assessments, and procedural fairness. By HR strategies such as personalized development, recognition schemes, engagement initiatives which include wellness programs and team building sessions, and matching individuals' goals with organizational priorities, performance levels are also upgraded amazingly. The well-developed training and skills need analysis are the tools that will be used to help online courses, job rotations, mentorships, and performance improvement plans. A closer relationship between the HR and top management reduces the risk of incongruity between HR initiatives and their objectives. Thus, HR initiatives will be aligned with the business. The engagement of the employees is facilitated by factors that include transparent communication, CSR (Corporate Social Responsibility), and a healthy environment, which all contribute to higher motivation and dedication. One of the ways that technology can be utilized through performance management software, online learning platforms, and data analytics is by increasing efficiency and decision-making capabilities to another level.

Chapter 5: Discussion

5.1 Chapter Introduction

Chapter 4 talked about primary research. This chapter will use the main findings from that research and compare them with the results of secondary research talked about in Chapter 2.

5.2 Linking the findings with literature review

Current practices in performance management

The study's conclusions, in line with the literature reviewed, highlight a significant shift towards more integrated performance management approaches in the retail sector. Darmawan et al. (2020) look at the change from once-a-year reviews to more frequent and informal feedback methods. They back this up with data that shows retail managers now depict their employees more often. This is crucial in retail, because things change frequently. Response time to market changes and feedback can greatly affect success. According to goal-setting theory (Na-Nan et al., 2020), In essence Zara's strategy makes organisations more adaptable and people more engaged and productive by connecting individual objectives with changing market demands. Current techniques emphasise fairness and objectivity, which is consistent with HR literature that emphasises transparent evaluation processes. On the other hand, Varma et al. (2023) opined that fair and open performance evaluations foster a positive work environment and treat all employees equally. The current survey found that retail companies are employing innovative methods to provide fair and stimulating performance reviews.

The role of HR strategies in enhancing employee performance

As Kaur et al. (2020) point out, the study results are in line with what we know about programmes that get employees to work together. Findings from research back the idea that workers who are engaged do a better job. The fact that Tesco Plc puts a lot of effort into engagement plans like career growth and recognition programmes shows how they make employees happier and better at their jobs.Riccucci (2021) also says that policies that promote diversity and inclusivity are

becoming more recognised for their role in encouraging new ideas in the retail business. The results that Carrefour got from its practices show how important it is to have a diverse workforce to make a company more flexible and improve its performance. This backs up study that says teams with a variety of people are more likely to be creative and come up with new ideas.

Technological contribution to performance management

The findings from study and writing support the idea that adding technology to performance management systems is an area of HR management that is growing quickly. Performance analytics and business intelligence tools, like the ones used by Zara and studied by Ahmad et al. (2020), maintain track and to keep an eye on performance metrics right away, which helps to make better decisions and run the business more efficiently. In the same way, H&M's use of employee feedback systems matches the findings of Bankins et al. (2023), which show how important these platforms are for giving instant feedback and recognising peers. This helps make the workplace a better place to be and makes the performance management process better. However, the study also points out the problems that come with implementing technology, such as the risk of becoming too dependent on AI and the need for a variety of human interactions. This is a warning that Amjad et al. (2021) also recognises. This shows how important it is to use a mix of technology and human supervision and involvement in performance management.

Employee engagement and performance management relationship

The findings highlight a strong association between employee engagement and performance management, which is supported by current literature. Memon et al. (2020) look into the clear link between involvement and better customer service, which leads to better performance. The individuals can see this clearly in how H&M and Zara work. Hardworking employees have a big effect on how happy customers are and how likely they are to come back. In the same way, the results showing that performance management systems help align employees' efforts with the organization's goals support Newman and Ford's (2021) view that making expectations and goals clear is essential for keeping employees involved and improving their work. Furthermore the study by Sumarto & Rumaningsih, (2021) strongly agrees the results, which say that well-designed reward schemes can really motivate employees and staff, which can lead to better engagement and performance. The way IKEA manages their employees shows that using prize systems along with

performance management techniques can make workers more motivated.The discussion shows that there is a strong link between the research results and what is already known about how performance management has changed over time, how HR plays a strategic role in improving employee performance, how technology is used in performance management, and how employee engagement and performance management are linked in the retail industry. These themes make a point of showing how important HR is for handling the problems that come up in the retail business, making good use of technology, and encouraging a culture of ongoing participation and growth. As the retail industry changes, these helpful insights are essential for creating strategies that not only improve performance but also ensure long-term growth and survival in the very competitive retail market.

5.3 Practical implications of the research

The current research is quite significant for the retail business because it shows how important it is to keep making performance management systems better and more flexible. Moreover, to focus on their retail employees and make them better and more productive, the retail sector should set up regular and informal feedback systems as well as more advanced technology like performance analytics. The data has a lot of information that shops should use. The study also shows how important it is for businesses to value differences and include everyone in their mindset in order to foster new ideas and flexibility. When companies use technology in a smart way, they can make better choices and get a good mix of human interaction and automated technologies.

5.4 Limitations of the methodological approach

The scientific approach is thorough, but it has some flaws that could make the data less useful and thorough. The study's details are very helpful, but they may not have looked at all the possible events that could happen in the shopping sector. Moreover, in the research the results might not work as well in other shops or places outside of this area because of this. Stats might not be easy to use to look at the results and fairly judge how different HR efforts affect success if there is not enough measurable data. Due to the lack and gaps with the method, future study will have to use a mixed-methods technique, which combines in-depth qualitative analysis with broad quantitative analysis. This would make the study's results stronger and more useful for the retail business.

Chapter 6: Conclusions

6.1 Overall Conclusion

From the overall understanding and analysis of the research, it can be said that human resources are the main force in implementing the appropriate performance management principles that exist in retail business. Conducted in captive and broadcast radio, television, and print media including newspapers, magazines, and billboards. This marketing mix targets the needs and preferences of their diverse customer base. Secondly, the performance review process was deeply ingrained as the focal part of this, where goal-setting forms, continuous informing mechanisms, routine formal reviews, and yardstick to ensure fairness and objectivity became the chief attributes. The combination of SMART goals, which are aligned with company objectives, helps employees to focus on the issues and also frequent feedback-providing coaching offers the chance for continuous improvement. Besides that, HR strategies are among the major elements that determine employee performance by means of the development plans that are created specifically for every person, the programs for recognition, and the culture that is focused on non-stop learning and involvement. Providing a close interconnection of these strategies with the organization's main objectives ascertains that any portion of work contributes to business enhancement. Successful programs, including mentorships, flexible work environments, and training that are even further collaborated with skill gaps and professional growth, are those that are considered an outstanding strategy.

The research revealed that employee engagement was a cornerstone of high performance and was strongly interrelated to these aspects. A committed worker shows a greater degree of productivity and creativity while also staying loyal to the company that they work for this has a positive direct impact on the entire organization's performance. HR strategies mainly adopted to facilitate a sense of belongingness, employee relations and investigation, and employee well-being make a conducive environment for engagement and motivation. The integration of technology during performance management also makes it an important aspect just like having a performance appraisal strategy. The adoption of performance management software, online learning tools, and data analytics applications simplifies operations, delivers better-informed decisions, and greatly helps the directing and tracking of an employee's progress. Performance management in a retail firm is a result of various interconnected factors that include the organization of well-defined goals,

regular feedback, possibilities of development, engagement initiatives, and the allocation of HR resources in a business strategy.

6.2 Linking the findings with research questions

Linking with research question 1

The retail sector has a systematic evaluation performance assessment system that includes setting of goals, constant feedback, formative reviews and establishing fairness measures. The creation and implementation of SMART goals that are specific, measurable, achievable, relevant, and time-bound will help to keep the organization focused on its strategic objectives. Manager-employee interactive feedback all the time helps in constant incremental growth. A semi-annual or combined yearly reviewing system sets the standards and monitors the work towards the goal, competencies, and progress (Darmawan et al., 2020). Using equal standards for appraisal of workers, training suppliers in preventing discrimination bias, and holding regular calibration meetings leads to a fair and consistent (De Vass et al., 2021).

Linking with research question 2

Human Resource strategies of an organization resemble the main pillars by means of development plans that are personalized, employee recognition programs, and promotion of learning culture across the organization. Modeling with a strategy together the business objectives guarantees employees' contribution to the accomplishment of organizational goals. Effective procedures involve approval for career growth, flexible work arrangements for the balance of life and work, and the tightening of gaps in skills by holding educational training (Bravi et al., 2022; Kirton 2021). The ability to acquire knowledge online through workshops, job rotations, and performance improvement plans being also supplementary to the daily work affords a great learning opportunity to employees (Ho and Kuvaas, 2020).

Linking with research question 3

A supervisor's attitude and commitment to performance evaluation are instrumental in emotional engagement work. Employee engagement is always expressed with higher productivity, innovation, and devotion leading towards the organizational performance that Rameshkumar (2020) depicts. HR approach highlighting ownership, open communication, well-being, and attention are among the factors that contribute to the engagement of employees (Amjad et al., 2021). Programs that cover work-life reconciliation; mental health support and; corporate social responsibility serve employees' engagement (Newman and Ford, 2021).

Linking with research question 4

Technology in the modern age plays a role in the streamlining of processes and data analysis through performance management software, online learning platforms, and data analytics tools (Ahmad et al., 2020). The timely analysis of data, the target function monitoring, and the customized guidance help good control (Quan, 2023). With the Learning Management Systems (LMS) in place, classes are more interactive as they allow teachers to implement accessible educational materials like training modules, and instructors can use the LMS to record the skills they have acquired (Bradley, 2021). Data mining is the main thing of predictive analytics which is used in workforce planning, resource allocation and optimization as a consequence (Gupta et al., 2020).

6.3 Recommendations

Based on the overall research, it can be said that some recommendations can help in making the process better.

Implement a comprehensive performance management system

According to Brudan (2010), strategic performance management systems include proper process, resource allocation, planning and goal setting. Organizations are recommended to establish a high-performance management system which combines the approaches of setting goals, holding discussions on improvement, formal reviews and setting personal development plans. The system must be transparent, just, and impartial, setting out clear evaluation criteria in advance for the whole team. Apart from that, there is a need to develop guidelines on coaching and mentoring employees through a proper training program, as well as strengthening a culture of recognition and incentive to align employees' goals.

Align HR strategies with business objectives

Strategies of human resource management that can help in improving the performance of employees will be focused on things as personalized development plans, employee recognition programs, and training initiatives among others closely aligned with the goals ensuring that they fit the organization's strategy (Bagga and Srivastava, 2014). This collaboration makes HR efforts support the company's objectives and the employees are so that they are engaged in the same activities.

Using technology for performance management

Organizations should capitalise on technology to manage performance in the best way possible and make confident choices (Stone et al. 2015). This is the implementation of performance management software, or e-learning platforms, and data analysis tools. Technology can contribute to the efficiency of timely feedback, individual training which establishes specialized schedules and data-driven results for personnel workforce planning and resource utilization.

6.4 Future Research Possibilities

The future research provides an insight into the function of HR strategies, performance management and organizational success in the retail industry amid the ever-changing business landscape, as well as tackle relevant emerging trends and problems. For example, conducting comparative research that covers different retail sectors such as apparel, groceries, and electronics and investigating the subtle and obvious variations in performance management practices and HR strategies that can be effective. Along with that, the research can also explore the effects of emerging technologies namely artificial intelligence, machine learning and data analytics on performance management in retail space and how HR can make optimal use of them. Moreover, considering the long-term effects of an employee engagement strategy and its sustainability in the retail sector, where a high staff turnover could be the issue, and the changes in workforce dynamics, examining also the challenges and opportunities of the gig economy and the non-traditional employment arrangements in the retail sector can be completely transformative in this field.

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Reflection (CIPD Requirement)

As a student enrolling in the National College of Ireland's learning program, I started this adventure nervously. I believed it was time to obtain an official certificate and pursue a Master of Arts degree in Human Resources Management after working effectively in the field for more than two years.

I gained a ton of knowledge! I do not have enough words to adequately express how satisfied, excited, and joyous I am during this learning journey. I had to first understand the steps and procedures. It is anticipated that you have knowledge of the system, research techniques, assignment presentation, literature review, and if the work you generate meets the requirements when you start a master's program. I picked up on responding, researching, and referencing fairly quickly. Assignments become simpler than tests, and long days and long hours became normal.

My topic for the dissertation is "Role of Human Resources in Performance Management of Employees in Retail Sector". The objective of the research is to examine current practices of performance management and to investigate the role and strategies of HR for boosting the performance of employees. Furthermore, to evaluate the contribution of technology in performance management in retail sector. Qualitative interviews with HR directors and retail representative gave me helpful insights during my dissertation.

Acquiring knowledge about research methodology proved to be a fulfilling process, as it provided me with a thorough comprehension of the several methodological approaches that may be employed in a research investigation. It helped me learn topics, different terms, and research methodologies.

Along with all of these newly acquired abilities, I also learned how to manage my time well, and I finish my adventure by submitting in my dissertation.

Appendix 1 Interview Questions

Part 1: Current practice of performance management

1. How does your organisation currently conduct performance evaluations?
2. What methods or tools does your organisation use for setting performance goals?
3. Can you describe the frequency and format of performance reviews in your company?
4. How does your organisation handle feedback and coaching as part of performance management?
5. What measures does your company take to ensure fairness and objectivity in performance evaluations?

Part 2: Role of strategies of HR for boosting the performance of employees

1. What HR strategies does your organisation employ to enhance employee performance?
2. How does HR align its strategies with the overall business objectives to boost employee performance?
3. Can you share examples of successful HR initiatives that have positively impacted employee performance?
4. How does your organisation address skills development and training in its HR strategies?
5. What role does employee engagement play in the HR strategies aimed at boosting performance?

Part 3: Relationship between the engagement of the employees and performance management

1. How does employee engagement impact performance management in your organisation?
2. What indicators or metrics does your organisation use to measure employee engagement?
3. How does a high level of employee engagement contribute to improved performance outcomes?
4. Can you discuss any initiatives your organisation has implemented to enhance employee engagement and its effect on performance?

5. How does leadership support and influence employee engagement within the context of performance management?

Part 4: Contribution of technology in performance management

1. What technology tools or software does your organisation utilise for performance management?
2. How has technology improved the efficiency or effectiveness of performance management processes in your organisation?
3. Can you share any challenges your organisation has faced in adopting technology for performance management?
4. How does technology help in gathering and analysing performance data for decision-making?
5. What future trends do you foresee in the integration of technology in performance management?