Holistic Review of a Performance Management System: Relevance, Literature Synthesising, Gaps, and Methodology Approach

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This paper sets out to identify a comprehensive or holistic review of an organisation's performance management system (PMS) in light of advancements in performance evaluations. Even with plenty of research that touches on PMS, there is no comprehensiveness in literature synthesising, identification of the critical success factors (CSF) that affect PMS effectiveness, exhaustion of gaps identification, applicability to transformed multi-national corporations as moderated by organisational culture (OC), mediated by appraiser/appraisee factor, nor extended research methodology towards PMS advocating a mixed method sequential design of Quantitative-qualitative methods, and assessing the influence of both appraiser and appraisee through a dyadic approach for accurate real life assessment. The outcome of this review will contribute to and extend knowledge to existing PMS literature, as well as provide practical implications to the HRM practices who can then deliver such findings to the management, rather than vice-versa of management pushing more traditional thinking about PMS to them. This research has originality and value and will contribute to the current body of knowledge by building further theory and future research efforts. It will allow HRM practitioners to identify PMS to their management, rather than the management identifying what they think PMS is for HRM practitioners.

Key words: *Performance Management System, Critical Success Factor, Literature Synthesising, Gaps, Appraiser/Appraisee, Mixed Methods, and Methodology Approach.*

Introduction

Over the last century, the formal evaluation of employee performance has sparked great interest and debate. Performance Management (PM) is a systematic and categorical process that consolidates many human resources activities with a view to satisfying company objectives through achievement of performances by its employees. It involves the assessment of rating, ranking in ascending order, and either rewarding or even yanking bad performers (Armstrong & Taylor, 2014; Murphy & Cleveland, 2004).

Many consider the traditional approach time consuming, resource depleting and not always timely. It can be subjective, and create disagreement between rater and ratee, especially when it is tied to rewards or terminations (McKinsey, 2016). This is compounded by corporate initiated Gaussian bell curve distribution rankings (Schleicher et al., 2009). The fact is that assessment needs to focus on what and how it has been achieved.

Different researchers see true performance differently. However, according to Deming (1986), performances are dependent on systems more than individuals. On the other hand, many researchers think that the context and approach to PM is more important and is not a 'one size fits all'. According to Armstrong and Murlis (2007), it is considered by some companies as a means of exploiting employees, with the excuse that they were lacking in assessment skills and were reluctant to assess if its PM system was effective, nor willing to adopt universal research findings.

The article starts off with Section 1.0 that deliberates on Introduction, Section 2.0 on Relevance, and Section 3.0 on Literature Synthesising. It then highlights the vast research gaps in Section 4.0. This is followed by Section 5.0, which elaborates on the Methodology approach, and finally Section 6.0, which provides the Conclusion.

Relevance
Relevance of PMS

Recent research has focused heavily on whether to continue with the traditional PMS or join General Electric Co. Ltd. (GE), who disbanded the traditional PM process in 2013. This was followed by Adobe, Deloitte, IBM, Netflix, and Google among others who have shifted away from their traditional PMS to technological solutions that track employee's performance regularly.

GE was famous for the process of stack, rank and yank among its 300,000 employees. Annually, GE will determine the lowest 10% rankings and replace them with new blood deemed better employees as part of an orderly continuous improvement process (Duggan,

2015). But in 2013, GE abandoned it's 40-year-old traditional PMS in favour of real-time open communication and feedback via an interactive mobile app called "PD@GE," which is the acronym for "performance development at GE", refocused on employee developments, and coaching enablement.

On the opposite end, we have Absolute Ratings or Absolute Rating System, wherein each employee is assessed individually as an entity with assumed exclusive performance, without need to comply to bell curve distribution. But this system is applied only to a distinct role or to higher roles. On the contrary, World At Work conducted a survey where more than half of the surveyed companies deemed that their own PMS was below average, as their own PMS system failed when evaluated by its own assessment method (Forbes, 2012).

Nevertheless, the new strategy propounded by GE is no different from the basics of a traditional PMS as it is still based on two-way open communication, frequent feedback, and personal coaching. It appears that the focus now is on assessing in real-time (Windust, 2015). It has been five years but only limited multi-national companies and those in Malaysia are yet to cross over to the new varied evaluation as deemed by GE.

Kaplan and Norton (1996) created The Balanced Scorecard in 1996 and related performance measurement to lead and lag indicators. However, four years later Kaplan again revisited the PM concept and felt that organisations still needed to revisit the necessity of having a PM process to evaluate, respond, and align performance measurement to reach effectiveness. As mentioned by Siska (2015), after an extensive and comprehensive review of all available and relevant literature, it was found that PM and the management control system are still relevant, as propounded by Kaplan in year 2000.

Performance measurement and performance management complement each other but are different practices. This research is about assessment of the PMS as it affects employees and not an evaluation of the performance management outcomes such as achieving financials, meeting strategic objectives. Nor is it about performance measurement of organisational effectiveness such as Key Performance Indicators, Key Business Areas or a Business Score Card. Thus, the traditional PMS assessment still holds ground and has been adopted for this research.

For over thirty years, researchers who dwelled on PMS, often dwell on multiple variables and usefulness, but few have discussed optimisation or comprehensiveness of PMS by looking at the total aspect, as this study has.

Significance of this study

This study will help both rater and ratee identify their challenges and roles and overcome them amid the PMS process. It provides an avenue for HRM practitioners to tell and sell PMS to their management in a different way, in the hope that management will not be indifferent and push their views of inherited PMS onto their employees. The outcome of this research will provide knowledge to future researchers for utilising PMS in a consolidated manner and knowing that relevant gaps are comprehensively covered. There is little research that deals with HRM topics utilising mixed methods designs (Bainbridge and Lee, 2014), and the current authors couldn't find any QUAN-qual method for PMS review. In this respect, and according to Sanders et al. (2012), between 1996 and 2010 the literature that deals with relationships between HRM and performance accounted for only 5%.

Research Problem

The research problem arises from the gaps that surfaced in our literature review. This revealed that although there are many established companies that went through numerous mergers and acquisitions, most of these have been indifferent to assessing the validity of PMS. This seems largely due to frequent changes in company ownership, with frequent shareholder and management changes, including changes in OC and the CSF such as Management, Trust, Communication, Training, and Rewards, all of which affect the PMS. Presently, there is limited consolidated literature that simultaneously covers CSF and OC as moderator, and Appraiser/Appraisee as mediator in relation to PMS, nor were there any assessments of both rater and ratee performed in a paired dyadic approach. Most of the reviewed literature touched on company performance outcomes only.

Literature Synthesising
Research agenda

As the research agenda is about PMS effectiveness, the keywords used to conduct the literature searches were performance management, performance management system, critical factors, appraiser and appraisee, and mixed method.

Literature search criteria

The search involved textbooks, publications, theses, dissertations, journals and other relevant works, as per Choong (2013).

Procedures on literature search

In the search compilation, each selected article was evaluated in terms of its content about PMS relevancy, with articles excluded that made passing reference only, insufficient coverage, reference to certain cases only, or had comparability or generalisability issues (Choong, 2013).

An extensive literature search was performed using Emerald Insight, JStor, Taylor Francis, EBSCOhost, and Google Scholar for the entire duration until mid-2018. Initially, search results obtained on PM churned out a total of 1,577,470 articles. A further, more specific search on PM reveal 112,229 articles. With critical success factors identified as an additional search term, these results were narrowed to 18,505 articles. When moderator/mediator and CF approach was thrown in, the total results reduced to 67, and when we included the aspect of appraiser and appraisee, the results were 26 articles only, but most of these were non-relevant, and there were 0 articles when all study elements were combined in the literature search.

In another approach, literature searches were performed using University Malaya's vast search engines and mainstream database literature search engines such as Web of Science and EBSCO Discovery. The search period was from January 2014 to December 2018 (5-year period). The initial search results on PM with the University Malaya portal produced a total of 2,874,907 articles. A further specific search on PMS revealed 2,092,021 articles. With mixed methods identified as an additional search term, the results were 457,516 articles. When dyadic approach was thrown in, the total results were down to 13,832 and when the aspect of appraiser and appraisee was included, the results were 27 articles only but again most were non-relevant, and there were 0 articles when all study elements were combined in the search.

In summary, the PMS related articles generated from the extensive search engines produced a diverse range of topics, but most were only remotely related to PMS. In particular, there were no coherent topics on PMS related to CF and PMS utilising a dyadic approach and mixed methodology, thus representing gaps for further future research.

Literature on PMS criticality

Performance Management (PM) involves a systematic and continual improvement of organisational performance by developing individual and team performances (Armstrong and Ward, 2005). PMS involves the measurement and management of employee performance to ultimately increase the effectiveness of an organisation (Den Hartog et al, 2004).

PMS is the systematic event that strategically drives yearly performance reviews of employees with the stacking or ranking of performance against established goals, or calibrating them with and ultimately using them as benchmarks for rewards, for assessment of development avenues,

or for exercising a Performance Improvement Plan (PIP) with the intention of improving their performance. PMS can also be used to identify employee termination where an employee is found to be beyond the capability to improve further (Armstrong and Taylor, 2014). Murphy and Cleveland (2004) noted that PMS is carried out to document employee performance, to provide individual feedback and to use for promotional purposes.

The prerequisite for PMS success requires the presence of implementation effectiveness and established organisational design and management systems. Nevertheless, plenty of time and resources are required to ensure that this annual assessment becomes a ritual process. This process is also regarded as subjective, having little impact on performance improvement, producing low appraiser and appraisee agreement on ratings, and as producing employee unease, with their PMS being linked to rewards (McKinsey, 2016). It also appears that appraisers find it difficult to articulate feedback, especially if the PMS includes a corporate enforced Gaussian bell curve distribution ranking (Schleicher et al, 2009).

The essence of PMS is not only about assessment of people, but also assessment of the organisation. In this respect organisations need to take into consideration both what has been achieved and how things were achieved. There are also differences between researchers as to what represents true performance and what is inconclusive concerning the terms "good performance" and "under par". Because of this, PM or Performance Appraisal (PA), and PMS can be viewed as a somewhat dishonest annual event. In our review, some organisations suggested that PMS be conducted by line managers, who are not trained to do so. Some organisations are also reluctant to evaluate PMS or adopt research results into their PMS procedures.

*Critical Success Factors affecting the effective implementation of PMS*

This research examined the effectiveness of PMS as being the DV, with the IV being Management, Trust, Training, Communication, the Rewards-Rating Linkages and collectively as CSF. We considered the mediator (ME) between these variables as being the appraiser/appraisee, and the moderator (MO) being the OC. The emphasis of this section of the study was to seek out the literature gap in the above variables and examine critically the relationship between these variables, as below.

Table 1: CSF being the determinants of an effective PMS

Longenecker, 1997	Bann, 2009	Aisyah, 2011	Ochoti et al, 2012	Fredie et al, 2015	Researcher, 2017
Performance Criteria & Structures	Objectivity or Transparency of system	Appraisal System	Implementation Process of PM	Management Process affects Implementation	Implementation Process of PM
Relationship with Superior	-	-	Interpersonal Relationship	Level of Trust	Level of Trust, Communication, and Training between Appraiser and Appraisee
Rating Skills of Superior	Training of Appraiser	Raters credibility	Accuracy of Appraiser	Training of Appraiser & Appraisee	
-	-	-	Level of Information Exchange	Communication	
-	-	-	Attitude of Employees	-	
-	-	Rewards-Rating Linkages	-	-	Rewards-Rating Linkages

(Source: Adapted from Fredie et al, 2015; Ochoti et al, 2012;
Aisyah, 2011; Bann, 2009; Longenecker, 1997)

Figure 1. Research framework showing influence of Appraiser / Appraisee as Mediator (H6) and Organisational Culture as Moderator (H7) of the relationship between IDVs (H1 – H5) and DV
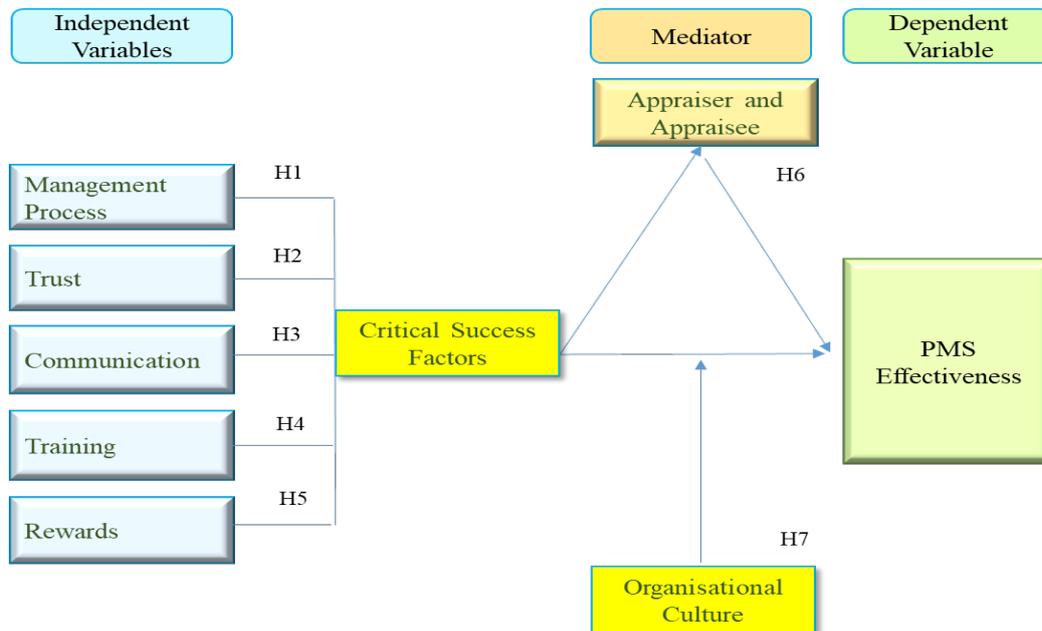
In this research, the CSF for effective PMS is examined against the PMS in successively transformed MNC in Malaysia which has gone through various stages of heavy organisational changes with mergers and acquisitions while reflecting on the moderating effects of OC and mediating effect of Appraiser/Appraisee in these MNC.

Management Process

Management has the function of providing goals that are clear and defined, providing availability of resources, and ensuring that organisational structures and organisational policies are in place. It will create a context with multiplier effect on the willingness and the competency to perform. It facilitates optimisation of the workplace performance environment by encouraging employees to link their individual performance and support with the achievement of goals that contribute to organisational objectives (Kreitner, 2009). This shows that individual effort makes a direct contribution to organisational improvement. When PMS is pitched in this way, as part of the process of managing, it shows its effectiveness in performance improvement by 15-20% (Risher, 2005). At present, however, no literature links perception by appraiser and appraisee to the management process, which also affects PMS effectiveness.

Trust

Appraisers plays an important role in culture building and trust building. Management gains trust from people's experiences and observations of how they treat them or others (Decenzo & Robbins, 2010).   The appraisee may look upon the traditional PMS as flawed because they may view them as counterproductive, since the original objective was to assess past performances rather than to assess improvement of performance (Lee, 2005). The literature revealed that most research focused only on measurement issues such as bias in ratings. While there is plenty of literature on view of trust from appraisee, no research seems to have focused on the impact of appraiser/management's trust on the appraisee. According to Greenberg (1986), appraisers evaluate performances of appraisee and ascribe a value to the appraisee. Thus, the appraiser needs to treat the appraisee fairly, in order to create an environment of mutual trust. Lee (2005) stated that poor ratings can produce a stigma on an appraisee's performance, with a resultant effect of resistance or refusal to acknowledge the feedback. In this sense the appraiser may have difficulty in communicating the lowest scale or poor ratings, as this represents the worst feedback. However, feedback itself may provide the same objective as ratings but without these negative side effects.

Communication

Communication is a social process that involves information transfer and interactions between persons or groups (Kreitner, 2009). It is an enabler that facilitates a smooth appraisal process. The frequencies and quality of interactions and communications between the appraiser and appraisee will influence the PMS process (Fletcher & Williams, 1996). Western organisations embracing western cultures tend to place an emphasis on what is called a high uncertainty avoidance index (UAI) over a long-term view. Thus, they adopt a 360-degree feedback system, but an eastern organisation embracing eastern cultures tend to adopt a 180-degree feedback

option (Cokins, 2011). In this situation, when the appraiser commences a performance review with the appraisee, it is clear who is doing the assessment and the role of superior and subordinate is set out clearly (Meyer, 1991). However, the available literature is silent on the difficulties of an appraisee communicating upwards to the appraisers in this feedback option, especially operators with unilateral directions only, who are more at mercy of their appraiser.

Training

Training facilitates identification of training gaps and consequential improvement of a required performance level. According to Longenecker and Goff (1992), effective PMS requires appraisers to be trained. An appraiser needs to know how to evaluate, manage, and motivate the appraisee. Likewise, however, the appraisee also needs to accept being trained, and needs to be guided on the self-review of their performances. Robbins and Judge (2013) note that this creates a flatter organisation structure, which provides for a team to grow, departmental barriers to be reduced, and jobs to becomes more varied, thus necessitating a detailed knowledge of the organisation's activities. According to Dessler (2005) and Fletcher (2001), appraisers and appraisees have a mutual objective about implementation of PMS, and if they do not fully understand them, then confusion and rejection sets in, which may cause the appraisal system to fail.

Rewards-rating linkages

According to Townley (1993), the linkage between performance and rewards will increase the motivation, commitment and level of performance, especially if deployed on a regular basis for incentives, increment, bonus, upgrading and promotion decisions. Thus, the appraisal process can be a basis for justifying such decisions. Through the linkages, employees will realise that meeting their performance goals are important as this correlates directly to rewards for them (Prowse & Prowse, 2009). However, according to Gray (2002) and Armstrong and Murlis (2007), although managers may evaluate performance via monetary rewards, with the view that employees will work hard and stay longer, there is little correlation or evidence that the use of PMS has secured the desired outcome. On the other hand, most jobs are team performances and as such are not representative of individual effort (Gray, 2002). Certain ratings or evaluations may be too close as well, resulting in most people falling within the average category, but employees do not want to have their work associated with average performance only. As final performance assessments are usually at the year's end, management and organisation are tasked with comparing on the basis of limited resources between allocated budgets and the actual pay-out. Due to this, Gray (2002) proposed a variable method that links a person's performance partly to organisational performance and partly to individual performance, where both compensation management and performance management are

integrated. Malaysian companies have used this system for bonuses only however, and not for increments.

In this respect the available literature is also inconclusive as to whether the use of ratings influence the rewards accorded by appraisers, or whether these rewards influence employee performance and thus the ratings given by appraisees.

Organisational Culture

Both globalisation and market dynamics bring about the need for appraisal changes. Changes in the various organisation shareholders brings with it changes in the way they conduct business or changes in workplace practices or organisational culture. Thus, an acquiring organisation may continue their traditional methods in managing employees in the captured company and this can cause the appraisal process to lose its relevancy or rely on untested methods, either of which can pose a disruptive effect on employees. There are numerous studies linking OC with organisational performance (Meyer & Allen, 1997; Ricardo & Jolly, 1997). However, the research herein is about the relationship between OC and employee performance or PMS that governs the employee's contribution, and not about the relationship between OC and organisational performance per se', even though employee performance does contribute to organisational performance. In this respect there is little literature that has reviewed the impact that OC brings to the individual CSF and PMS. However numerous individual studies suggest that there are four major constructs of the dimension deemed to be influential, namely teamwork (Morrow, 1997; Osland, 1997), employee communication (Myers & Myers, 1982), trainings (Karia & Ahmad, 2000), and rewards and recognition (Zigon, 1997). The findings of the scholars are that OC has considerable influence over both organisational performance and employee performance. This study considers OC as the moderating variable because it influences the strength of the relationship between DV and IVs (Bellou, 2010; Lok & Crawford, 2001).

Dissecting the rationale / gaps in existing literature or body of knowledge

The literature gaps were identified as follows and form the rationale for this research:

Gap #1 – Critical Success Factors. CSF does affect PMS effectiveness. However, there is a lack of comprehensive literature on this relationship, as most of this literature focuses on performance outcomes only, that is, only on factors affecting financials, goals or other performance outcomes, for example Key Performance Indicators, Key Result Areas, and Business Scorecard.
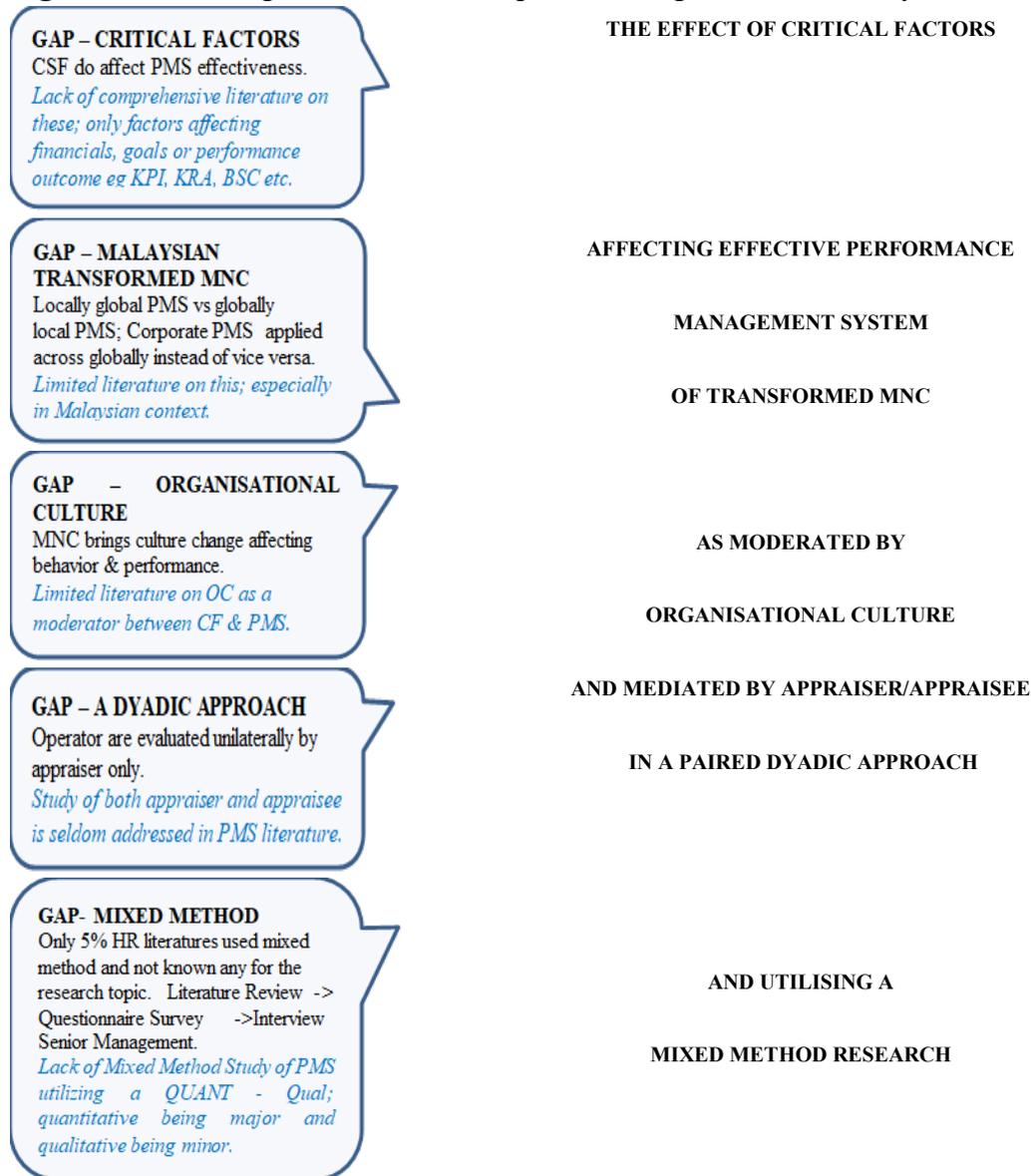
Gap #2 – Transformed MNC. We are looking at a locally global PMS vs globally local PMS. In the former case, the local MNC follows Corporate PMS as applied globally, and for the latter case this is vice versa. However, there is again limited literature on this - especially in the local context.

Gap #3 – Organisational Culture. MNC brings organisational culture change, which affects both behaviour and performance. There is a lack of literature on OC as a moderator between CSF & PMS.

Gap #4 – A Dyadic Approach in PMS research. In MNC, operator evaluation is unilateral, undertaken by the appraiser only. Thus, the study of both appraiser and appraisee is seldom addressed in PMS literature, and even more so in a paired survey.

Gap #5 – Mixed Method in PMS research. There is a lack of Mixed Method Study of PMS utilising a QUANT-Qual; quantitative being major and qualitative being minor. For the current study, these will involve a literature review followed by a quantitative method in questionnaire survey and completed holistically by a qualitative method with senior management interviews.

Figure 2. Dissecting the Rationale / Gaps in existing Literature / Body of Knowledge

GAP – CRITICAL FACTORS
CSF do affect PMS effectiveness.
Lack of comprehensive literature on these; only factors affecting financials, goals or performance outcome eg KPI, KRA, BSC etc.

GAP – MALAYSIAN TRANSFORMED MNC
Locally global PMS vs globally local PMS; Corporate PMS applied across globally instead of vice versa.
Limited literature on this; especially in Malaysian context.

GAP – ORGANISATIONAL CULTURE
MNC brings culture change affecting behavior & performance.
Limited literature on OC as a moderator between CF & PMS.

GAP – A DYADIC APPROACH
Operator are evaluated unilaterally by appraiser only.
Study of both appraiser and appraisee is seldom addressed in PMS literature.

GAP- MIXED METHOD
Only 5% HR literatures used mixed method and not known any for the research topic. Literature Review -> Questionnaire Survey ->Interview Senior Management.
Lack of Mixed Method Study of PMS utilising a QUANT - Qual; quantitative being major and qualitative being minor.

THE EFFECT OF CRITICAL FACTORS

AFFECTING EFFECTIVE PERFORMANCE

MANAGEMENT SYSTEM

OF TRANSFORMED MNC

AS MODERATED BY

ORGANISATIONAL CULTURE

AND MEDIATED BY APPRAISER/APPRAISEE

IN A PAIRED DYADIC APPROACH

AND UTILISING A

MIXED METHOD RESEARCH

(Source: Developed for this research)

Based on these gaps, the triangulation of research concerning the conceptual framework of IDV-Critical Success Factors, MO-Organisational Culture, and DV-PMS, is matched to the triangulation of the underpinning theories, Expectancy Theory, Hofstede Theory, and Goal Theory respectively.

Research Methodology

The problem statement indicates that multi-national companies may have an ineffective or sub-optimised PMS, which may hinder achievement of their goals and objectives. The methodology served to review the PMS in the light of their respective organisational cultures to assess its capability to continually exceed the increasing expectations of employees and stakeholders, raise their confidence and eliminate their concerns, while at the same time provide real and practical solutions for improving these companies. A review will be conducted to find out if companies conducted performance evaluation with participation of both appraiser and appraisee and with a paired dyadic approach during the study period.

This PMS study will apply a mixed method research methodology deploying a sequential explanation design of quantitative and qualitative methods (Creswell, 2007). Quantitative research will be deployed through survey questionnaires to test hypotheses while qualitative research will be deployed through in-depth interviews to support the quantitative findings. Qualitative methods enable inquiry exploration, development of theories and adjustments to capture newfound opportunities to collect data and to analyse the data (Johnson and Christensen, 2004). According to Johnson et al (2007), mixed methods utilising both quantitative and qualitative research will have greater breadth and depth coverage, enabling high impact research. Mixed methods facilitate greater comprehensiveness and insightful details of study phenomena with solid inferences (Tashakkori and Teddlie, 2003) and reliable results (Johnson and Christensen, 2004). For example, conducting a survey of employee's perceptions of the extent of PMS effectiveness in practice and supplementing these with in-depth interviewing of management's perceptions of PMS effectiveness can provide a more comprehensive understanding of the implementations (Bainbridge and Lee, 2014). Researchers can also gauge how the research concepts can be operationalised through these interviews.

In this regard, however, there are only a handful of studies into HRM topics utilising a mixed methods design (Bainbridge &Lee, 2014). According to Sanders et al. (2012), in between the years 1996 and 2010, only 5% of such studies used mixed methods for research on the relationship between HRM and performance.

The use of a dyadic approach for this study consists of the interaction between a pair of individuals, where one individual is a superior and the other a subordinate, to obtain a closer look at the views and experiences towards PM that each individual holds.

Most existing literature collected questionnaire data from the appraiser only, primarily because they are the executer of PM exercises. However, in any organisation the views of the appraisee is equally important, and we note that each appraiser is also subjected to evaluation as an

appraisee. Because of this, in the current study, no participant was asked to respond to both IV and DV survey questions, in order to obtain impartial results.

Data Collection and Data Sources for Future Research
Quantitative stage

For future research in this area, primary quantitative data should be collected from multi-national companies (MNCs, as a fundamental unit of analysis), via a structured questionnaire or survey, to support descriptive statistics. These MNCs have commonality in terms of practices stemming from frequent changes in shareholders and have readily available data. The premise that these MNCs are deemed locally global - which brings with them changes in management due to changes in shareholders, rather than globally local - which follows local customs and practices, invites further study of this nature.

A simple random sampling should be conducted and based on the table from Krejcie and Morgan (1970), where the sample size is 368 participants for an estimated population of 6,000 employees. The research should focus primarily on local employees, as foreign employees tend to work under fixed contracts without performance reviews. A pilot of 30 respondents can be carried out to determine the internal reliability for the questionnaire or survey. Data access will be obtained by negotiation with the management of Malaysian companies, and respective costs associated with the questionnaire or survey should be paid by the researcher, for both the pilot study and main study.

Secondary data will be obtained through comprehensive literature reviews and from annual reports relating to companies that utilise a PMS analysis mechanism. The questionnaire or survey will also need to be qualified by PMS experts and the literature review to support content validity requirements.

Qualitative stage

Purposive sampling will be used to select 9 management level participants. Similarly, the structured interview will be created according to the PMS literature review and subsequently expert-verified to ensure the content-validity for the in-depth interviews. At this stage, the interview data will be analysed to determine its correspondence or otherwise to the quantitative data in relation to the PMS process.

Data Analysis Strategies for Future Research

Future research should again conduct the study using mixed methods, deploying both qualitative and quantitative methods and using triangulation to obtain the highest degree of reliability and validity (Saunders et al, 2012).

Quantitative data will be analysed using IBM SPSS statistics various statistical techniques (Fisher, 2010). The research constructs can be validated using regression analysis, and internal reliability for the quantitative data should also be evaluated. Smart PLS/AMOS will be an alternative to regression, if necessary.

Qualitative information can be analysed using NVivo, and the alternative will be to deploy ATLAS ti-8 program. Information source triangulation should be performed on the Literature Review, Questionnaire Survey and Deploy a Dyadic Approach, for both Appraiser & Appraisee (Quantitative - major), and Interview with Senior Management (Qualitative - minor). The study can use self-reported data rather than comprehensive employees' actual performance evaluation data, as the latter is not reliable with existing methods.

Research Approach

Future research should utilise the positive paradigm to explain the relationship between the IV - CSF, the MO variable - Organisational Culture, ME variable – Appraiser/Appraisee, and the DV – effective PMS in the organisation. Hypothesis testing will be performed, and if there are relationships between them, changes in any one variable will be seen to have influence over the other variable (Sekaran and Bougie, 2006). This approach can be applied to all companies, even with organisational changes, and thus will not be restricted by demographics or locality. As this applies to almost all companies, new and old, both young and old participant samples should be adequately covered.

Research Design

For such future research, hypothesis testing can be deployed to determine the association between CSF, OC, Appraiser/Appraisee and effectiveness of PMS. Statistical methods can be used on the quantitative methodology and survey, which will utilise a five-point Likert Scale, and this questionnaire will be adapted from popular survey databases. The deployment of mixed methods with major QUAN and minor qual will save time and resources, as well as provide the needed breadth and depth of information.

Conclusion

This study employed a systematic literature review to identify the effectiveness of an organisation's PMS, which still has great relevancy in many modern-day performance evaluations. The framework of study and the significance of the study have been established. Even though there has been vast research in the PMS area, there is no comprehensiveness in synthesising the entirety of the literature, nor was there an extended research methodology towards PMS that was not addressed or remained unclear. This study thus contributes to our understanding of HRM practices, providing benefits to manager and academia by covering the literature gaps identified for a successful PMS implementation, the different methodology used, and also demonstrating the need to consider not only the evaluation of appraisee but also that of appraiser, as well as utilising a paired dyadic approach. This research has originality and value as it supports the view that PMS is affected by both the critical factors and the methodology of assessment used to perform PMS. As there is a lack of studies conducted on these comprehensive relationships, especially utilising a different approach to PM assessment with the deployment of mixed methods using embedded design of QUAN-Qual, this study gives rise to a comprehensive research review. This research will contribute to the current body of knowledge and thus contributes further to theory building and future research efforts. Further fieldwork is needed to test the hypotheses of this study, to validate the model used, and to identify the specifics of how CSF influences the effectiveness of PMS and how the OC moderates this relationship. This study thus provides a holistic review of the Performance Management System in terms of addressing its continuing relevance, literature synthesising, identifying relevant gaps, and using a relevant methodology approach, in order to bring about the emergence of an effective PMS.

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