



## The Impact of Effective Performance Management system on Employee Outcomes; Evidence from the Hoteling industry of Pakistan

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### Abstract

*The study's objective is to examine the impact of performance on the employee's behavior. The proposed agent-based model (ABM) is inspired by Guest (1997) within formal organizational structure frameworks that connect HRM and organizational performance to employee outcomes through performance management. Performance management was taken as the explanatory variable, and Employee outcomes were used as the explained variable. The sampling technique used was cluster sampling. The data was collected through designed questionnaires from 250 hotel employees across the provincial capital cities of Pakistan, including Islamabad, in 2023. Correlation and descriptive statistics were used in quantitative analysis. The regression was employed to estimate the data. In addition, ANOVA, R Square, standard error of the estimate, and Cronbach's are applied to check the model's significance, power, accuracy of prediction, and validity. A strong and positive relationship exists between Performance management and Employee outcomes. Organizations can positively impact employee outcomes by implementing effective performance, leading to a more productive, engaged, and successful workforce.*

**Keywords:** Performance Management, Employee Satisfaction, Employee Turnover, Behavioral Outcomes, Employee Outcomes, Proposed Agent-Based model (ABM)

**JEL Classification:** C67, O15, P17

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## 1. INTRODUCTION

It is believed that no matter what sector you are in, delivering excellent quality service to your customers is becoming a core competitive advantage in all industries. Middle-level employees are usually perceived as the most critical people in delivering quality service in the company, even though it involves those behind the scenes, too (Kim Hoque, 2000, p.6). In addition, Silson et al. (2008) said that middle-level employees plan the company's image for the customer; what they do or say influences the perception of customers in the organization (Cook, 2002). Keeping this in mind, the company must distinguish the value of those employees and invest well in them in order to keep its reputation and status high in the market. This can benefit the hotel in different ways, some of which are: less employee time may be needed to handle complaints, enhances reputation, results in good word of mouth, recommendation from customer to customers, and last but not least, increases profit and market shares (Wilson et al., 2008).

Therefore, the organization needs to identify possible ways to distinguish itself from its competitors, shape service culture, and implement effective human resources management strategies to help deliver quality service through its workforce. Performance management has been one of the most positive and vital functions in the management field, and it comprises all activities that guarantee that organizational objectives are regularly monitored and achieved efficiently and effectively. Thus, companies that properly manage performance can lead to quality service and organizational success. An organization with ineffective performance management systems is unsuccessful in the long run, as managing performance is one of the core aims of any organization. Organizations with effective performance management systems and clear, meaningful performance standards can successfully manage their performance by building good relationships with employees through employee satisfaction, high employee performance, and low employee turnover, leading to higher profits.

PM (performance management) is an ongoing process and an important human resource function that improves the organization's efficiency and effectiveness by improving the employees' performance and developing their skills and team capabilities (Baron & Armstrong, 2005). It is one of the manager's most important responsibilities to make his/her organization high-performing. Performance management guides and assists employees in giving their utmost effort and meeting the organization's expectations. While managing performance, the managers and employees set performance standards for the desired year's results. It is an ongoing process in which the manager is supposed to give coaching to employees when they are out of track and feedback when their work is finished. Effective performance management is comprised of four steps. According to Posada et al. (2016), employees exhibit their behavior in two ways: Attitudinal outcomes include commitment, job satisfaction, and intention to leave, and behavioral outcomes include effort, motivation, cooperation, and organizational citizenship. The existing literature focused on the impact of organizational politics, high work performance, HR practice, and leadership on employee outcomes. E-g Akhtar et al. (2016) examined the impact of work performance on employee outcomes.

Similarly, Said et al. (2021) studied the impact of a performance management system on employees. Furthermore, Ghani et al. (2018) studied the impact of leadership on employment outcomes. Moreover, Wali (2012) examined the impact of performance appraisal on employee behavior and attitude with employee development at public universities of KPK. Awan et al. (2020) studied the impact of an effective performance management system on employees using employee engagement. Ahmed (2010) studied the impact of performance appraisals on attitudinal outcomes and organizational Performance. However, limited studies have studied the impact of appraisal methods on the hotel industry in Pakistan. Under the agent-based model, this study examines the impact of performance management on employees' outcomes, including both attitudinal and behavioral outcomes.

The following sections of the study are comprised of headings. Section 2 narrates the literature review. Section 3 explains the study's model related to performance management and employee outcomes, the Agent-Based Model. Section 4 is about the sampling and data collection techniques. Section 5 shows the results and discussion, and finally, the conclusion for the study is drawn.

## **2. LITERATURE REVIEW**

A performance management system is a process that improves an organization's overall performance by improving the performance of its employees (Armstrong, 2023). Organizations with effective PMS can promote better performance by meeting the expectations of employees and defining workers' roles within a competence framework. Performance appraisals and management are one of the core responsibilities of the manager. To form a compelling, energetic, and skilled workforce, companies need to do more than examine employee achievements. Bowlby (2011) stated that organizations should work towards a better management cycle where judgment is not the only focus—ongoing support and improvement should be just as important as the organization's profit. Performance Management Systems help employees set individual goals that align with organizational goals and attain important outcomes. Adhikari (2012) states that it is an organized representation of an employee's strengths and weaknesses. PMS helps the organization make better decisions and reduce risks affecting its long-term profitability. (Yadav, 2013). The organization's success and sustainability depend on the performance of employees and the organization. How the goals of the organizations are set and how efforts are being made to meet the organizational goals in an efficient and effective manner. Effective utilization of performance management systems will increase the organization's performance and help it achieve a competitive advantage in the market. (Sahoo, 2012).

Performance management systems should be seen as systems that indirectly help strategic people management. The PMS is mainly a controlling tool for improving employee performance. As a result, it improves employee commitment and creates satisfaction by rewarding employees. Furthermore, it evaluates the targets set by top managers and the effectiveness of the ongoing monitoring process. (Danish, 2007). On-going monitoring will help managers to keep employees on the right

track. Performance management examines whether people are putting effort into completing their assigned work. It is used to monitor workers' work. (Folan, 2005). An organization uses PMS for planning and coordination purposes. Organization can advance their execution administration framework by using successful money-related prizes framework, preparing routines, imparting clear goals, performance appraisal, and accepting feedback from different partners (Soltani et al., 2005). Henceforth, an execution administration framework is interpreted as a comprehensive arrangement of capacities, which incorporate execution examinations, criticism, advising, instructing, prize frameworks, vocation arranging, preparing, and improvement. Association administrators do execution evaluations to gauge both the genuine and potential execution of present and future representatives (Bartram, 2004). Administrators should evaluate their representatives based on measures construed from the inner necessities of their organizations. This procedure depends vigorously on occupation examination and employment assessment data, which is essential to the association. The study's findings demonstrate that financial support has both a positive and a significant effect on performance management systems, Minette, K. A. 2004; (B. Sripirabaa, 2009).

Performance management systems positively affect non-financial performance, especially customer satisfaction (de Waal, 2007). When employees know the organization's values and commitment to giving their utmost effort, they will eventually satisfy customers' demands. When employees are satisfied with the organization, they will be loyal to it, which shows that the organization is effectively and efficiently managing its performance. (Geradts, 2011).

Managing performance is one of the actions of human resource officers that connects Organizational objectives to individual objectives. It concentrates on distinctive ways to motivate workers to enhance performance (DeNisi, 2006). Furthermore, it can also help organizations grow their financial performance. It is not just Performance management that enhances financial performance but also advanced productivity; organizations with such programs will have higher trades per representative (Rheem, 1995). It incorporates a way to make a shared vision of the Organizational objectives and destinations, assisting workers with understanding and knowing their part in accomplishing company goals and linking performance with rewards (Fletcher, 1996). It helps the supervisor to act proactively, keeping in mind the organization's end goals and countering any uncertain event that comes between accomplishing the goal in the future.

When the organization's goals are communicated to the employees, and they know the organization has expectations to perform well by giving necessary support, their sense of responsibility increases. Self-worth and motivation will build (Costello, 1994). Mainly, Performance management is done to motivate an employee, help the employee develop his/her skills, build a performance culture, determine who should be promoted to the upper level, and eliminate individuals who fail at delivering performance (Counet, 2009). It is the responsibility of the organization's managers to communicate the organization's objectives to all employees, work effectively, and support employees in achieving the desired results. (Letsoalo, 2010).

An indirect tool that may link employees' attitudes and behaviors with organizational performance involves replacing trust with satisfaction. (Pankaj Kumar, 2019). Satisfied employees will be willing to put more effort into their work, contributing more to the organization's performance. When the goals are clearly defined for employees and the organization continuously reviews their performance, the performance management system is implemented correctly and will directly enhance organizational performance (Mizrahi, 2017). As performance management improves, it increases firm performance and promotes transparency, integrity, a comfortable environment, and ethical behavior within the organization (Danish, 2007).

### 3. AGENT-BASED MODEL

The proposed agent-based model (ABM) is inspired by Guest (1997) and is used within formal organizational structure frameworks to connect HRM and organizational performance to employee outcomes through performance management. ABM approach allows us to distinguish between them.

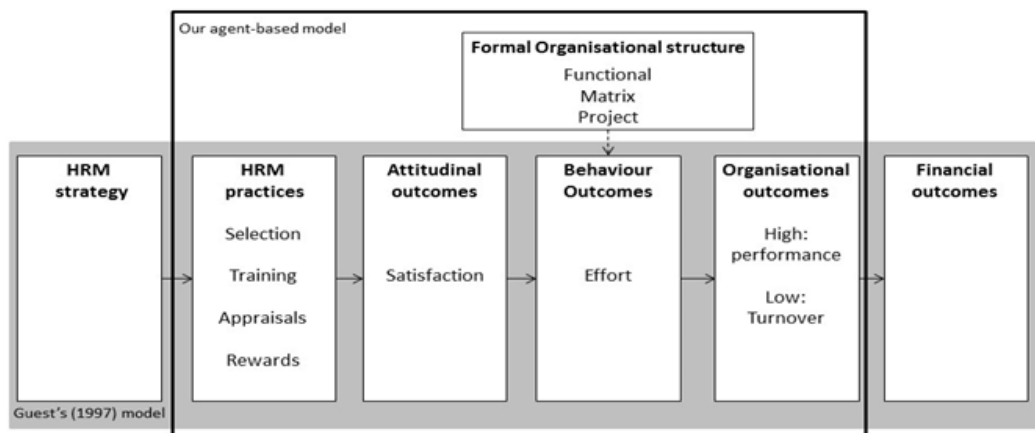
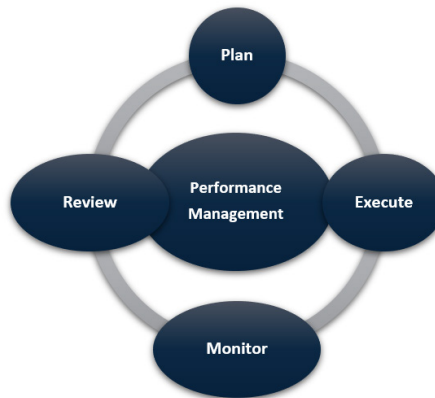


Figure 1: Agent-Based Model

In this study, HRM practices are taken as the performance management system because applicants are selected through thorough job-required skills tests and then trained to attain the organizational, effective, and efficient goals through training and development. They are evaluated based on their assigned goals, and their work efficiency is improved through training and development if they do not meet the stated benchmark performance. In addition, the employee's outcomes are taken as attitudinal outcomes and Behavior outcomes in this model.

#### 3.1 Process of Performance Management System

It consists of 4 stages (Deming, 2007).



**Figure 2: Performance Management Process**

### 3.1.1 Plan

This initial stage involves the manager and employees' two-way effort. At this stage, the manager will:

- The manager should check the job description of each employee in order to determine whether it reflects the actual job he is doing now. If the employee's job has been changed or has taken on a new responsibility, his/her job description should be updated.
- The manager must identify the link between the employees' job descriptions and his/her work plan and the organizational objectives.
- In order to make an effective plan, the manager should first make a priority list of jobs that should be completed first. He must outline what measures and standards will be used to evaluate the performance.
- At this stage, the manager should prioritize the year's key objectives. The objectives should be decided based on the organization's strategic plan. (HrToolkit, 2011)
- The manager should identify training objectives for poor performers, which will let them develop their skills and knowledge.
- The manager should identify developmental goals for their employees, which will assist them in the long run. (Lebas, 1995)

### 3.1.2 Execute

The execution of planning is the second chapter of the Performance management process. It is the stage where the managers implement the plan, and employees are supposed to start their tasks and produce the results. (Aguinis, 2013). At this stage, the managers are supposed to convert the strategic goals into results. Whatever the manager has planned at the initial stage will be implemented in this stage. The manager has two responsibilities at this stage: creating conditions to motivate the employees and confronting and correcting any problem. The manager will meet employees individually, seeking feedback about how the employees can achieve their goals. In order to achieve desired performance, a midterm review of the employee's work should be done to ensure that they are on the right track. At this



stage, the manager should keep records of each employee and give coaching and feedback to them. If any problem occurs at this stage, the manager will review the plan and see if there are any faults.

### **3.1.3 Monitor**

An effective performance management process includes continuous monitoring of employee performance and progress. Monitoring does not mean that a manager should watch every facet of how an employee performs his/her assigned tasks and activities; instead, he/she must focus on employees' results and behaviors. (Toolkit, 2001)

While monitoring, the employee and the manager must meet regularly to:

- Monitors the progress of employees' work
- Identify any obstacles that may stop an employee from achieving the goals and should plan how to overcome those obstacles.
- Give employees feedback about their progress.
- The plan must be modified accordingly if the employee takes on new responsibilities.

At this stage, the managers also identify the strengths and weaknesses of the employees and give them opportunities to maximize their strengths and improve their weaknesses. The managers should make feedback timely, specific, and frequent. Constructive feedback makes an employee aware of areas where performance can be improved. The manager should keep records of the performance and place the information in a confidential file if any problem occurs, so the manager should review the executive stage and assess whether the plan was executed correctly. If not, then what changes should be made? (Jost, 2005)

### **3.1.4 Review**

The Performance review or assessment is the stage where the manager highlights the employee's performance, which he/she has given during the year. The manager will review the notes in which he/she has recorded the employee's performance. (Folan, 2005)

At this stage, the manager will:

- Review the objectives accomplished by the employees throughout the year and identify shortfalls for each objective.
- The manager should identify training and development programs for poor performers.

The employee and manager will sign the performance assessment form. Suppose an employee disagrees with the evaluation done by the manager. In that case, they should be allowed to discuss their objections with the manager or add them to the performance assessment form. The manager should keep a copy of the valuation and signed form in the employee's file. (Toolkrit, 2001)

When the managers complete the last stage, they will start planning for next year and setting performance standards. The performance management process is a continuous cycle that never ends.

### **3.2 Employee outcomes**

According to Posada et al. (2016), employees have two outcomes. Attitudinal outcomes include commitment, job satisfaction, and intention to leave, and behavioral outcomes include effort, motivation, cooperation, and organizational citizenship.

#### **3.2.1 Attitudinal outcomes**

The first one is job satisfaction; according to Spector (1997), employee satisfaction refers to how much an individual is satisfied in doing his/her job. It is measured through researchers' empirical studies on how workers feel overall about the job. There is consensus among different researchers that job satisfaction influences the individual's behaviors and firm performances. An employee's intention to leave or not leave the organization negatively affects the employee's well-being positively (Griffeth et al., 2000).

The second one is employee turnover. Watrous et al. (2006) categorized employee turnover as voluntary or involuntary. Involuntary turnover occurs when the organization assumes control over an employee's decision to leave or stay in the organization. It is typically associated with poor employee performance. Moreover, Voluntary turnover occurs when an individual leaves or stays in the organization. It is usually called dysfunctional turnover of employees because it can be most detrimental to the organization. (Hausknecht and Trevor 2011; Griffeth et al., 2000).

#### **3.2.2 Behavioral outcomes: Effort**

Different studies show that effort is part of job performance. The performance of an organization depends on the employee's efforts they put into their work. From a firm's perspective, effort and job performance may be challenging to differentiate; from an employee's perspective, job performance and effort are different: effort is an input of performing work in the organization, and job performance is an output from the effort of doing work in the organization (Christen et al., 2006). Still, no consensus exists on how the organization's effort-satisfaction relationship with employees works. Theoretically, if the employer's effort is costly for an employee, it should negatively impact job satisfaction. This implies a conflict of interest between the employee and employer, reducing the overall firm performance (Christen et al., 2006).

### **3.3 Theoretical Framework**

The theoretical framework has been developed based on the Human Resource Laboratory (HURLAB). It is an agent-based model comprising two types of bounded-rational agents: organizations and employees, as shown in Figure 1.



**Independent Variable**

**Dependent Variable**



**Figure 3: Theoretical Framework**

## **4. SAMPLING PROCEDURES AND DATA COLLECTION**

The sample framing and its size with data collection techniques are mentioned below.

### **4.1 Sampling Technique**

The study adopted clustering sampling techniques. The sample included the employees of Marriot Hotel, Serena Hotel, Ramada, Best Western, and Hill View Hotel in Islamabad. The provinces' capitals are Quetta, Peshawar, Lahore, and Karachi.

### **4.2 Sample Size**

Three hundred questionnaires were circulated to the employees mentioned above to study the impact of performance management on employee outcomes. During the year 2023, the return rate of questionnaires was 250. We distributed 60 questionnaires to each city and received 50 questionnaires in return from each city.

### **4.3 Data Collection Technique**

The data was collected from the hotel employees through a questionnaire.

### **4.4 The structure of the Questionnaire**

The questionnaire related to independent variable performance management and dependent variable employee outcomes was designed. We used a Likert scale to get accurate results from the questionnaires. The scale was designed as 1 for "strongly disagree," 2 for "somewhat disagree," 3 for "neutral," 4 for "Somewhat agree," and the last, which is 5 for "strongly agree."

## **5 RESULTS AND DISCUSSION**

The estimation techniques of the data and their results are listed below;

## 5.1 Descriptive Statistics

The results of the descriptive statistics are given below;

**Table 1. Descriptive Statistics**

|                       | <b>Performance Management</b> | <b>Employee outcomes</b> |
|-----------------------|-------------------------------|--------------------------|
| <b>Minimum</b>        | 1.67                          | <b>1.78</b>              |
| <b>Maximum</b>        | 3.89                          | 4.11                     |
| <b>Range</b>          | 2.22                          | 2.33                     |
| <b>Mean</b>           | 2.9411                        | 3.0111                   |
| <b>Std. Deviation</b> | 0.54604                       | 0.53683                  |
| <b>Skewness</b>       | -0.211                        | -0.005                   |
| <b>Kurtosis</b>       | -0.631                        | -0.889                   |

The result shows that the mean of the independent variable, Performance management, is 2.9411 with SD=0.54604, and the mean of the Dependent variable, Employee outcomes, is 3.0111 with SD=0.53683. The standard error for both variables is 0.241, which is normal. The skewness value lies between +2 and -2, and according to the above table, the values of variables are -0.211 and -0.005, respectively, which means they are negatively skewed, so the curve moves to the right. The kurtosis value for Performance management and Employee outcomes is less than 3, so it is a Platykurtic distribution (Distribution with less than 3 in kurtosis). There is little difference between Performance management and Employee outcomes in the mean and standard deviation. However, there is a difference in the magnitude of the Skewness and Kurtosis of both variables. Hence, the data is normally distributed.

## 5.2 Correlation Studies

The Pearson correlation technique shows a correlation between independent and dependent variables at various significant levels.

**Table 2. Correlation Studies**

|                               | <b>Performance Management</b> | <b>Employee Outcomes</b> |
|-------------------------------|-------------------------------|--------------------------|
| <b>Performance Management</b> | 1                             | .403**                   |
| <b>Employee Outcomes</b>      | .403**                        | 1                        |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation shows a significant correlation between performance management and employee outcomes. The coefficient of correlation is 0.403, which shows that performance management positively correlates with employee outcomes at the significant level of 1%.

### 5.3 Regression Analysis

**Table 3. Regression Analysis**

| <b>Model</b>                              | <b>UNSTANDARD-<br/>IZED<br/>COEFFICIENTS</b> | <b>STANDARDIZED<br/>COEFFICIENTS</b> | <b>STD. ERROR</b> | <b>T Statistics</b> |
|---|--|--------------------------------------|-------------------|---------------------|
| Constant                                  | 1.845**                                      |                                      | 0.272             | 6.787               |
| <b>Perfor-<br/>mance Man-<br/>agement</b> | 0.397**                                      | 0.403**                              | 0.091             | 4.365               |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

The coefficient of the unstandardized constant value is 1.845, and performance management is 0.397. A positive relationship exists between the independent variable (Performance management) and the dependent variable (Employee outcomes), and it is statistically significant. When one performance management unit increases, employee outcomes increase by 0.397 on average.

### 5.4 Model Significance

F statistics show the overall significance of the model.

**Table 4. Model Significance**

| <b>Model</b>      | <b>SUM OF SQUARES</b> | <b>DF</b> | <b>MEAN<br/>SQUARE</b> | <b>F</b> |
|-------------------|-----------------------|-----------|------------------------|----------|
| <b>Regression</b> | 5.643                 | 1         | 5.643                  | 19.050** |
| <b>Residual</b>   | 29.887                | 249       | 0.1244                 |          |
| <b>Total</b>      | 25.531                | 250       |                        |          |

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

The value of F in an ANOVA should be greater than 10 to be significant. As the above table indicates, the F value is 19, which is significant at 1%. Thus, our model is overall significant.

### 5.5 Fitness of the Model

In regression analysis, the R<sup>2</sup> shows the goodness of fit. It explains the variation in the dependent variables due to explanatory variables.

**Table 5. Fitness of the Model**

| <b>R</b>          | <b>R<sup>2</sup></b> | <b>Adjusted R<sup>2</sup></b> | <b>Std. Error of the Estimate</b> |
|-------------------|----------------------|-------------------------------|-----------------------------------|
| .403 <sup>a</sup> | .163                 | .154                          | .49371                            |

In the above table, the value of R<sup>2</sup> is 0.163, which means that 16.3% of the variation in Employee outcomes is due to performance management. The value of the Adjusted R square in the above table is 0.154. This shows that the 15.4% change in Employee outcomes is due to performance management. No new variable must be added to the explanatory variables as the Adjusted R square is lower than the R square. Additionally, the standard error indicates at a 95% confidence level that the sample mean is too close to the population mean by adding or subtracting two to the standard error of the estimate. The mean of both variables is 2.9411 and 3.0111 as we add 2 to the standard error of the estimate, which is 2.5, approximately close to the mean of both variables.

## 5.6 Reliability Test

A reliability test ensures the validity and consistency of the statistical measures. It is considered reliable when its value is greater than 0.7.

**Table 6: Reliability Statistics**

| <b>Cronbach's Alpha</b> | <b>No of Items</b> |
|-------------------------|--------------------|
| 0.736                   | 15                 |

The Cronbach's Alpha statistic is 0.736, which shows that all the items are reliable and internally consistent.

## 6. RESULTS DISCUSSION

The Pearson correlation shows a significant correlation between performance management and employee outcomes. Similarly, performance management positively impacts employee outcomes. The finding is in line with Armstrong (2023), who states that a performance management system is a process that improves an organization's overall performance by improving the performance of its employees. It incorporates a way to make a shared vision of the Organizational objectives and destinations, assisting workers with understanding and knowing their part in accomplishing company goals and linking performance with rewards (Fletcher, 1996). When the organization's goals are communicated to the employees, and they know the organization has expectations to perform well by giving necessary support, their sense of responsibility increases. Self-worth and motivation will build (Costello, 1994). Mainly, Performance management is done to motivate an employee, help the employee develop his/her skills, build a performance culture, determine who should be promoted to the upper level, and eliminate individuals who fail at delivering performance (Counet, 2009). The diagnostic tests show that our results are valid. The skewness and Kurtosis of both variables show that the

data is normally distributed. F statistics show the overall significance of the model. The model's power is satisfactory, and the standard error of the estimate shows that the sample mean is approximately close to the population mean of both variables. Cronbach's Alpha statistic indicates the internal validity of our model.

## 7. CONCLUSION

A performance management system is a process that helps to improve an organization's overall performance by improving the performance of its employees (Armstrong, 2023). Organizations with effective PMS can promote better performance by meeting the expectations of employees and defining workers' roles within a competence framework. Performance appraisals and management are one of the core responsibilities of the manager. Performance management effectively impacts employee outcomes, particularly job satisfaction, turnover, and employee efforts to accomplish organizational goals. So, the study's objective is to examine the impact of performance on the employee's behavior. The proposed agent-based model (ABM) is inspired by Guest (1997) within formal organizational structure frameworks that connect HRM and organizational performance to employee outcomes through performance management. The sample techniques adopted were cluster sampling, which included employees of the hotel industry in Pakistan. Results show there is a positive relationship between performance management and employee outcomes.

### Competing Interest

It is declared that the authors of this research have no competing interests.

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