

PERFORMANCE MANAGEMENT (PM) THROUGH PRIME-HRM: A CASE STUDY OF THE PROVINCE OF BUKIDNON

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ABSTRACT

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Performance management is a critical component of effective human resource management, particularly in the public sector, where accountability and service excellence are paramount. The Philippine government has taken a major step to improve performance management procedures in the public sector with the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). To shed light on the program's effectiveness, adherence to legal requirements, and alignment with strategic human resource management (SHRM) aims, this case study examines the Province of Bukidnon's experiences implementing performance management using PRIME-HRM. Using a qualitative case study methodology, the study focuses on important provincial stakeholders, such as the Heads of Agencies, the Provincial Human Resource Management Office (PHRMO), and Rank and rank-and-file employees. Thematic analysis was used to find patterns and trends in the responses, and structured interviews were used to collect the data. According to the results, the Province of Bukidnon has achieved great progress in adhering to the PRIME-HRM performance management regulations and guidelines established by the Civil Service Commission (CSC). Key elements of the program, including goal-setting, performance evaluation, feedback, and performance improvement planning, have been implemented successfully, improving employee performance and work satisfaction. The report also emphasizes how PRIME-HRM performance management has improved decision-making on career advancement, incentives, and promotions. The province has demonstrated its commitment to SHRM priorities by integrating performance management approaches with organizational goals. The importance of these findings for the Province of Bukidnon and other public sector organizations looking to improve their performance management procedures is emphasized in the study's conclusion. The results offer insightful information about the effective execution of PRIME-HRM and a road map for coordinating performance management with strategic objectives and cultivating an excellence culture in the public sector.

1. INTRODUCTION

Performance management (PM), which is crucial for raising productivity, efficiency, and general performance in businesses, is a crucial part of effective HRM. In recent years, the Philippine government has been actively investigating ways to improve public service delivery and promote meritocracy in government agencies. According to Den Hartog, Boselie, and Paauwe (2014), one initiative is the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM).

The goal of the PRIME-HRM program is to institutionalize a responsible, transparent, and results-driven human resource management system across the whole government. By converting traditional HR practices into a merit-based, performance-based system, it seeks to foster an excellence-oriented culture among public servants (Talbot, 2017). Among the several local government organizations in the Philippines, the Province of Bukidnon has become a case

study, offering insights into the experiences and outcomes of implementing Performance Management through PRIME-HRM (Aguinis, 2019).

This case study focuses on the Province of Bukidnon's adoption and integration of PRIME-HRM performance management within its public service framework. It looks at the program's primary components, strategies, and level of conformity with the laws and regulations set forth by the Civil Service Commission (CSC). The case study also examines the impact that PRIME-HRM Performance Management has had on the workforce in the province, highlighting the improvements in employee productivity, job satisfaction, and career development (Armstrong & Baron, 2015). This case study aims to give other local government organizations the opportunity to enhance their approaches to managing their human resources guidance by extracting valuable lessons and best practices from the Province of Bukidnon's experiences. Furthermore, it draws attention to the crucial link that exists between the

province's strategic human resource management initiatives and PRIME-HRM's Performance Management. This relationship clarifies the program's capacity to achieve more ambitious organizational goals (Folan & Browne, 2015).

Moreover, a deep understanding of how PRIME-HRM's performance management has revolutionized the province's workforce and made it possible for the Province of Bukidnon to foster a meritocracy and excellence in public service delivery. The conclusions and insights gleaned from this research can facilitate the implementation of enhanced performance management strategies within the public sector, hence promoting efficient service delivery and sound governance for the public good (Moynihan, 2018).

Objective of the Study

1. To ascertain the Province of Bukidnon's experiences using PRIME-HRM Performance Management (PM).
2. How does the Province of Bukidnon use PRIME-HRM to adhere to the CSC's performance management (PM) regulations?
3. To allocate the Province of Bukidnon's necessary priorities to the Strategic Human Resource Management.

Methodology

Research Design:

This study employs a qualitative case study technique to investigate the performance management (PM) implementation in the Province of Bukidnon through the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). A qualitative case study design is used due to its ability to examine complex and situation-specific phenomena in a real-world setting.

Qualitative research in the collection of data in a setting sensitive to the people and locations being studied, data analysis that is both inductive and deductive, and the identification of patterns or themes are all used by qualitative researchers to explore this issue. The voices of participants, the researcher's reflexivity, a detailed description and analysis of the issue, and a contribution to the body of knowledge or a call for action are all included in the final written report or presentation (Creswell, 2013).

In this study, qualitative data was gathered from a semi-structured interview and focus group discussion wherein it seeks to analyze the stories by identifying codes and categories of information. This was to gain in-depth and thorough understanding on the experiences of Performance Management (PM) through PRIME-HRM by telling their experiences in complying with the CSC rules and how to direct the prioritization needed by the province of Bukidnon towards the strategic human resource management.

Case study is a research methodology, typically seen in social and life sciences. There is no one definition of case study research. However, a case study can be defined as an intensive study about a person, a group of people or a unit, which is aimed to generalize over several units. A case study has also been described as an intensive, systematic investigation of a single individual, group, community or

some other unit in which the researcher examines in-depth data relating to several variables (Heale & Twycross, 2018).

Research Locale:

The Philippine province of Bukidnon, sometimes known as the Province of Bukidnon, is a landlocked province that is part of the Northern Mindanao area. Malaybalay serves as the nation's capital. Misamis Oriental, Agusan del Sur, Davao del Norte, Cotabato, Lanao del Sur, and Lanao del Norte are the countries that the province borders in sequence clockwise from the north. A total of 1,541,308 people call the province home, according to the 2020 census. Twenty municipalities and two component cities make up the province. In terms of total area of jurisdiction, it ranks behind Palawan and Isabela as the third-largest province in the nation.

The main office where the study was conducted is in the Provincial Human Resource Management Office (PHRMO) in Malaybalay City, the capital of the Philippine province of Bukidnon. The office is in charge of overseeing the impartial hiring, selection, and evaluation of all workers. It creates and manages benefit and wellness programs for employees. It guarantees a standard of excellence for sound governance and competent public service in accordance with laws, regulations, and orders. So, in order to assure effective and efficient public service, the department creates, promotes, and enforces personnel policies.

The office has a responsibility to support the local chief executive technically in retaining a pool of capable, dependable, and accountable employees in the public sector and in fields involving human resources. In accordance with the current laws, regulations, and Civil Service Commission policies, this will ensure the delivery of effective and efficient human resource functions. Moreover, this directs the Local Government Unit of Malaybalay City in providing services in accordance with RA 11032, also known as the 2018 Act to Simplify Business Procedures and Promote Efficient Government Service Delivery. Furthermore, by providing regular orientations on RA 6713, the Code of Ethical Standards for Government Employees, it strengthens the ethical standards of all employees.

Research Participants:

There are three types of participants in the study the representatives of the Provincial Human Resource Management Office (PHRMO), the PHRMO staff members actively involved in developing, implementing, and managing the PRIME-HRM initiative. The province government's head of agencies is in charge of putting the PRIME-HRM principles into practice and enforcing their compliance. Rank-and-file personnel are workers from a range of departments and levels who have witnessed how PRIME-HRM has impacted their performance management processes.

Research Instrument:

Structured interviews are the primary method of data collection from the designated participants in study. Structured interviews are favored because they allow for the acquisition of accurate information from participants within a consistent framework for data gathering.

its relationship to strategic HRM priorities through the insightful observations of numerous stakeholders.

Data Gathering Procedure:

Purposive sampling is used to choose the PHRMO participants, heads of agencies, and rank-and-file staff members. This guarantees a varied representation of viewpoints and experiences concerning the application of PM via PRIME-HRM. Prior to conducting interviews, participants were told about the goal, methods, and confidentiality of the study. An informed consent was also obtained. An in-person interview was held with the participants. With the purpose of examining the participants' viewpoints, experiences, and insights regarding the execution of performance management via PRIME-HRM, the interview questions have been carefully crafted. Topics including the adoption procedure, adherence to CSC regulations, effect on worker performance, and coordination with strategic HRM are covered in the questions. With the participants' permission, the interviews are audio recorded and verbatim transcribed for analysis. Throughout the interviews, thorough notes are made in order to record contextual information and non-verbal cues.

To find patterns, themes, and trends in the gathered interview data, thematic analysis is utilized. Getting to know the data, creating preliminary codes, looking for themes, evaluating and clarifying themes, and finally drafting the narrative report are all steps in the analytical process. As a result, data triangulation is used to compare and contrast information from several sources, such as several participant groups and interviewees, in order to increase the validity and trustworthiness of the conclusions.

Ethical Considerations

The study adheres to ethical guidelines, ensuring the protection of participants' rights, confidentiality, and anonymity throughout the research process (Doody & Noonan 2016). Before the proper conduct of his study, the researcher asked permission from the Head of Provincial Human Resource Management Office (PHRMO) to collect data from its employees who were chosen as participants of the study next, the researchers also asked permission from the identified participants that they were part of the study. This procedure was done to pay respect for the individuals concerned in the study. Hence, in the conduct of this study, participants were given the freedom to decide whether or not to be part of it. They are not forced to play a part and have an option to withdraw whenever needed. In connection, informed consent was provided individually to all the participants of the study. Furthermore, they are free to choose not to respond to a particular question if it makes them uncomfortable.

Following their identification, the participants received a letter of consent from the researchers requesting their permission to be videotaped for proof. They were also made aware of the goal of the study and guaranteed appropriate responsibility on the part of the researchers. Using a qualitative case study approach, this work offers a comprehensive and in-depth analysis of the experiences and outcomes of implementing performance management with PRIME-HRM in the Province of Bukidnon. The structured interviews provide a thorough understanding of the program's impact on performance management practices and

Result and Discussion

The performance management (PM) research conducted in the Province of Bukidnon through PRIME-HRM offers insightful information about several aspects of the program's execution, effects, and alignment with strategic human resource management (SHRM) priorities. The significance of the results and their consequences for the province's workforce, public service delivery, and overall organizational performance are highlighted in the discussion of these results.

TABLES

Table 1. The Experiences of the Province of Bukidnon in the Performance Management (PM) through PRIME-HRM.

Interview Extract	Code
The Province of Bukidnon has made significant strides in aligning its Performance Management practices with CSC regulations. However, continuous efforts are needed to ensure full compliance in all aspects.	Aligning its Performance Management practices with CSC regulations with strict Compliance.
The Province of Bukidnon has made substantial efforts to comply with the rules and guidelines set by the Civil Service Commission (CSC) in implementing Performance Management through PRIME-HRM. This includes aligning the program's components with CSC's guidelines for performance appraisal and employee recognition."	Implanting Performance Management through PRIME-HRM through CSC Guidelines with thorough training and teaching sessions.
The implementation is healthy, particularly in goal setting and performance appraisal. Feedback and coaching are improving, and performance improvement planning is being streamlined to better support employee development."	The province has made strides and improvements
The province has made strides and improvement in implementing key components of Performance Management through PRIME-HRM. However, there are occasional challenges in ensuring consistent and accurate performance appraisals across different departments due to varying job roles and responsibilities."	The province has encountered some challenges
"Some challenges include resistance to change and varying levels of understanding among employees. Training programs and communication initiatives have been introduced to address these challenges and promote understanding."	Resistance to change and still uneducated about the changes
"Initially, some resistance was encountered from employees who were not accustomed to a more structured performance evaluation	

process. To address this, extensive training and workshops were conducted to educate employees about the benefits and goals of PRIME-HRM. Additionally, periodic feedback sessions were introduced to address concerns and refine the process.”

Table 2. Compliance of the Province of Bukidnon with the CSC rules on Performance Management through PRIME-HRM

Interview Extract	Code
“We have observed increased accountability and motivation among employees, leading to improved overall performance and service quality.”	The challenges were mostly addressed with training programs and feedback sessions
“The implementation of Performance Management through PRIME-HRM has led to notable improvements in employee performance within the Province of Bukidnon. Clear performance expectations, regular feedback, and the recognition of exceptional work have collectively contributed to a more motivated and focused workforce.”	Increased accountability and more motivation among employees
“Yes, for instance, our records show a 15% increase in completed projects within set deadlines, demonstrating enhanced productivity and efficiency. Employees also express greater job satisfaction due to clearer performance expectations and opportunities for skill development.”	Increased performance and more expectations achieved
“Yes, there have been instances of improved employee productivity and job satisfaction since the adoption of Performance Management through PRIME-HRM. For example, our engineering department saw a 20% increase in project completion rates and a corresponding rise in employee morale.”	15% to 20% increase in productivity, rise employee motivation and morale.
“Performance Management through PRIME-HRM has introduced a fair and merit-based approach to promotions and rewards, encouraging employees to strive for excellence and contributing to their career growth.”	Greater job satisfaction from employees
Performance Management through PRIME-HRM has streamlined our decision-making processes for promotions and rewards. High-performing employees are now more clearly identified, and career development paths are better aligned with demonstrated capabilities.”	Employees are more competitive and career driven growth.
“SHRM is a cornerstone of our organizational strategy. We integrate PRIME-HRM principles into our SHRM planning, ensuring that our workforce aligns with our long-term goals.”	Personnel are more motivated due promotions and rewards

“Strategic Human Resource Management (SHRM) is a core priority for the Province of Bukidnon. It is integrated with our overall organizational goals, ensuring that our workforce's development aligns with the province's growth and service delivery objectives.”

It is integrated with their overall organizational goals, ensuring that their workforce's development

“Regular workshops and training sessions on Performance Management and PRIME-HRM are conducted to ensure that our SHRM priorities are met and sustained.”

It is a core priority and a cornerstone.

“The integration of Performance Management through PRIME-HRM with SHRM has been achieved by incorporating training sessions, workshops and performance goals into our annual workforce planning. This ensures that employee development initiatives are aligned with the strategic priorities of the province.”

Regular workshops and training sessions on Performance Management and PRIME-HRM

“We have implemented a talent development program that identifies and nurtures high-performing employees, providing them with growth opportunities and pathways to assume leadership positions.”

Refreshers and teaching sessions are implemented

“To support the development and retention of high-performing employees in key positions, the province has introduced targeted training and mentoring programs. High-performing employees are also provided with opportunities for career advancement, which further enhances their commitment to the organization.”

Training sessions and talent development program.

“It would be beneficial to enhance communication and transparency further, ensuring that all employees fully understand the PRIME-HRM processes and their individual roles in the system.”

High-performing employees are also provided with opportunities for career advancement and pathways to assume leadership positions

“Based on my experiences, I recommend incorporating a more comprehensive training program for supervisors to ensure consistent and effective performance appraisals. Additionally, exploring ways to enhance the transparency of the performance evaluation process could further boost employee trust and engagement.”

Enhance communication and transparency

Overall, the journey has been positive, but ongoing efforts are needed to foster a culture of continuous improvement and to align performance management practices more seamlessly with strategic objectives.”

Supervisors must ensure consistency

“It's worth mentioning that the Province of Bukidnon's commitment to implementing Performance Management through PRIME-HRM has resulted in positive changes. By continuously engaging employees

Positive, but ongoing efforts are needed to foster a culture of continuous improvement Positive, with slight challenges that can be overcome.

and addressing their concerns, we can build upon these improvements and create an even more effective performance management system

Table 3. The Experiences and Compliance of the Province of Bukidnon in the Performance Management (PM) through PRIME-HRM.

Codes	Category	Themes
Aligning its Performance Management practices with CSC regulations with strict Compliance.	Strict Compliance Rules and Guidelines	Compliance with CSC Rules and Guide lines
Implanting Performance Management through PRIME-HRM through CSC Guidelines with thorough training and teaching sessions. The province has made strides and improvements. The province has encountered some challenges Resistance to change and still uneducated about the changes. The challenges were mostly addressed with training programs and feedback sessions	PHRMO challenges Resistance to changes Training Programs and Feedback Session	Effectiveness of PM through PRIME-HRM Implementation Employee Performance and Satisfaction
15% to 20% increase in productivity, rise employee motivation and morale.		
Regular workshops and training sessions on Performance Management and PRIME-HRM. Refreshers and teaching sessions are implemented Employees are more competitive and career driven growth. Personnel are more motivated due promotions and rewards It is integrated with their overall organizational goals, ensuring that their workforce's development It is a core priority and a cornerstone. Enhance communication and transparency and supervisors must ensure consistency Positive, but ongoing efforts are needed to foster a culture of continuous improvement with slight challenges that can be overcome.	Career Growth Promotions and Rewards Integration of Organization Goals Priority Communication and Transparency Foster Culture Improvement	Alignment with SHRM Priorities Performance Management and Organizational Culture

Compliance with CSC Rules and Guidelines

The extent to which the Province of Bukidnon has complied with the rules and guidelines set by the Civil Service Commission (CSC) regarding Performance Management through PRIME-HRM is a crucial indicator of the program's effectiveness. The results shed light on the province's commitment to adopting best practices and standards in performance management, reflecting its dedication to transparent and accountable human resource practices.

Effectiveness of PM through PRIME-HRM Implementation

The assessment of how effectively the province implements key components of PM through PRIME-HRM, such as goal setting, performance appraisal, feedback and coaching, and performance improvement planning, holds significance in understanding the program's operational aspects. Positive outcomes here would suggest that the program is successfully aligning employee efforts with organizational objectives, promoting continuous improvement, and fostering a culture of excellence.

Employee Performance and Satisfaction

The reported impact of PM through PRIME-HRM on employee performance, productivity, and job satisfaction is a crucial factor in evaluating the program's overall success. Improved employee performance and increased job satisfaction can lead to enhanced public service delivery, thereby contributing to the province's mission of efficient and effective governance.

Alignment with SHRM Priorities

The discussion of how the Province of Bukidnon prioritizes SHRM in alignment with organizational goals and objectives is pivotal in understanding the integration of PM through PRIME-HRM within the broader human resource strategy. Results that highlight effective integration underscore the province's strategic approach to managing its workforce and ensuring that performance management supports the achievement of long-term objectives.

Performance Management and Organizational Culture

It is important to comprehend how PM via PRIME-HRM influences decision-making processes on career development, awards, and promotions in order to comprehend how the program supports an equitable and merit-based company culture. Positive results in this area imply that the program is improving not just the performance of individual employees but also that of a fairer and more open talent management system.

CONCLUSION

In conclusion, the case study "Performance Management (PM) through PRIME-HRM in the Province of Bukidnon" has shed light on a significant aspect of modern public administration. The study's conclusions have

emphasized the program's implementation, effects, adherence to regulations, and connection with strategic human resource management (SHRM) targets.

The results clearly show how important PRIME-HRM is to changing the performance management environment in the Province of Bukidnon. The province's outstanding efforts to comply with the rules and guidelines set forth by the Civil Service Commission (CSC) show a commitment to transparent and responsible human resource management practices. This compliance lays the groundwork for guaranteeing equity and fairness in the assessment and acknowledgment of employee performance.

Furthermore, quantifiable gains in worker productivity and job satisfaction have been demonstrated by PRIME-HRM's effective implementation of essential performance management components like goal-setting, performance evaluation, feedback, and performance improvement planning. These findings show a positive trend toward a workforce that is more focused and driven, which could enhance the provision of public services.

Furthermore, PRIME-HRM's documented impact on the processes used to choose candidates for rewards, promotions, and career advancement highlights its role in creating a merit-based corporate culture. By identifying and promoting high-performing individuals, the program develops their sense of accomplishment and encourages ongoing professional advancement.

The integration of PRIME-HRM with SHRM goals demonstrates the province's strategic approach to workforce management and ensuring that performance management strategies fulfill long-term organizational goals. Since the province's greater goal and vision are closely linked to employee development, this integration indicates a proactive approach to human resource management.

In light of these findings, the Province of Bukidnon's case study utilizing PRIME-HRM's performance management program provides an example of how public sector organizations can enhance their performance management practices and promote an excellence-oriented culture. The insights gained from this study could be very helpful to other governmental organizations who wish to implement similar frameworks and align their HRM practices with strategic goals.

The effective deployment of PRIME-HRM has undoubtedly improved the Province of Bukidnon's capacity to serve its citizens, promote equity and transparency, and cultivate a dedicated and capable workforce. The results show potential for raising the standard of public service delivery even higher, which will ultimately help the citizens of the province. Programs for performance management are still being developed and expanded by the government. The importance of effective performance management strategies in the public sector is demonstrated by this case study, which offers others a path towards excellence and accountability in governance.

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