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Research Article

The Role of Performance Management System on the Effectiveness of Employee Performance in Private Companies

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ABSTRACT

Therefore, this study intends to investigate the influence of performance management systems effectiveness with a special focus on the mediating role of employee promotion in Kar Company. It aims to explore valuable connections, refine employee's performance, values, efficiency, and flexibility, and offer guidance on optimizing human resource technology within the realm of KAR Company, a privately owned company.

The methodology used in this research is a quantitative research method that consists of both employees and managers from KAR Company in the Kurdistan region/Iraq, with the survey conducted in Erbil. A total of 100 questionnaire forms were distributed through hand delivery, resulting in 89 completed. Data analysis was conducted using correlation and moderation analysis via the PROCESS macro in SPSS. Using the interaction effect model, the study controlled for factors that would lead to results that are not accurate, as it employed the interaction effect model and explored the relations between evaluating the performance management system effects by examining three core dimensions of employee performance and promotion by value, efficiency, and flexibility.

According to the study, the study found we conclude that the third main (Ha3) hypothesis is accepted, which state that "Employee Promotion mediated the positive relationship between Performance Management systems and Employees Performance, each as Values, Efficiency, and Flexibility", and the third sub hypothesis (Hb3) is also accepted which is state that the "There is an influence of Employee Promotion as mediator, and it is possible to predict the increase in the levels of the Employees Performance, such as Values, Efficiency, and Flexibility".

Keywords: Performance Management systems, Employee Promotion, Employees Performance, Values, Efficiency, and Flexibility

INTRODUCTION

KAR Company has been around since 1999 and has its headquarters in Erbil. It also has offices in most Iraqi governorates, as well as in Turkey, Jordan, the United Arab Emirates, and the United States. Starting with energy-related strategic initiatives, the firm has expanded into engineering and construction (oil, gas and power, cement). Throughout the province of Iraq, Kar Company has completed almost 2400 projects since 2003, including the repair of roads, water and sanitation systems, communication infrastructure, and the building of schools and hospitals. The Kar Company was involved in real estate investments as part of the aforementioned projects; it built a housing complex in Ashti City with 4,500 units, including apartment buildings with multiple stories, and it began work on Banu Mall; it also constructed a 13-story building for its headquarters; and it built the KAR City complex in Duhok with 1,000 units. The Khurmala Oil Field, the refinery in Erbil, many electrical substations in Duhok and Erbil, the cement factories in Najaf and Qarachogh, and many other projects in the oil and electricity cement industries were all carried out by Kar Company.

The phrase "Performance Management systems" encompasses a wide range of initiatives aimed at making employees more accountable for their own performance. The goal of human resource management (HRM) is to ensure that

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organizations make the most of their employees by maximizing their potential in areas such as training, education, experience, values, productivity, adaptability, and efficiency. With the help of the kar group's employees, the Task Force insisted that we gather information for our project through focus groups, a job tenure, an organizational commitment, and a survey.

This study's overarching goal is to draw conclusions on the relationship between performance management systems and corporate charity foundation results and employee performance as measured by factors including efficiency, flexibility, values, performance, and promotion. Although this document primarily serves to manage the relationship's atmosphere, its long-term goal is to identify Performance Management systems, employee creativity paraphernalia, and Affirmative systems. The purpose of this study is to examine the relationship between a Performance Management system and the following aspects of organizational effectiveness: values, efficiency, and flexibility; values, efficiency, and the development of employee promotion opportunities; and lastly, the effects of the system on workers' performance.

The Research objectives when it comes to communicating authority in establishing a connection between Performance Management systems directly affect the function of Employees' Performance, Ethics, and Efficiency, and Flexibility. To clarify the impact of the Performance Management systems mediator by the Employee Promotion. To determine the correlation between Employees Performance, Employee Promotion and Performance Management systems. To determine the impact of Employees Performance, Values, Efficiency, and Flexibility, and Performance Management systems is positive.

The Research Problem the Study although specific studies have investigated the link between Performance Management systems and employee progression, the exact nature of this relationship remains unclear at this time. To inspire workers to take part in a revolution, it is possible to play on factors such as employee advancement, workers' performance, ethics, efficiency, and adaptability. As previously mentioned, our present situation is exacerbated by the fact that Performance Management systems are not clearly defined, which in turn leads to a lack of clarity regarding how the regulations' focus on employees' values, performance, efficiency, and flexibility can improve the company's operations and employees' opportunities for advancement. The participants in this study on PM systems are seen as abstract ideas, and the researchers are looking for specific responses to a list of assumptions.

The Research questions 1. Does Performance Management systems have a straight impact on the role of Employees Performance, Values, Efficiency, and Flexibility? 2. Does Performance Management systems mediator by the Employee Promotion? 3. What is the correlation between Employees Performance, Employee Promotion and Performance Management systems? 4. does the relationship between the Employees Performance, Values, Efficiency, and Flexibility, and Performance Management systems is positive?

This study's significance lies in the fact that it will investigate how strategic human resource management in administrations might improve organizational effectiveness and performance by regulating an emphasis on values, efficiency, flexibility, and employee progress. The research questions that emerged from the previous objectives serve as a roadmap. This method promotes the usefulness of the organization and studies focus on rules, Performance Management systems, e employee promotion, and workers' performance connection is mediated by promotion and prevention.

The Research Model

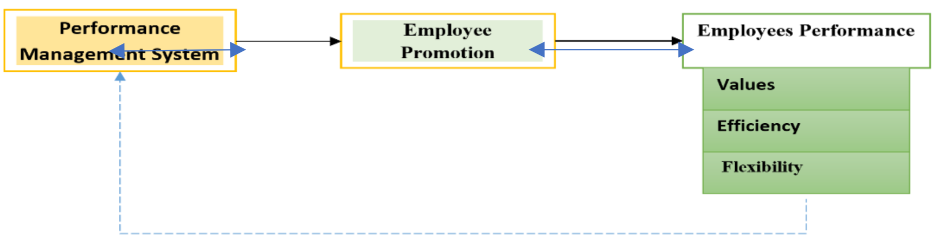

Figure 1: Research Model

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Performance Management systems, Employee Promotion, Employees Performance, Values, Efficiency, and Flexibility.

Hypotheses

H1 Performance Management systems, is a positive relationship with Employees Performance, each as Values, Efficiency, and Flexibility.

H2 Performance Management systems is a positive relationship with Employee Promotion.

H3 Employee Promotion mediated the positive relationship between Performance Management systems and Employees Performance.

LITERATURE REVIEW

((Performance Management systems))

The official definition of PDMS is "a planned and comprehensive method to transmitting continuous success to institutions by developing the people in a manner that increases group and personal performance" (Armstrong and Baron, 1998). These solutions offer a consistent and comprehensive approach to staff monitoring and rewards. With the hope of improving their results and psychosomatic outputs, an increasing number of for-profit and non-profit organizations are implementing performance management systems (PMS) (Armstrong, 2001). These systems aim to replace outdated methods of performance, related pay, and appraisal (Carpinetti et al., 2002; Chau, 2008; Lam, 2008; Lawrie et al., 2004; Luthans et al., 2008; Mwita, 2000; Reilly, 2003; Verbeeten, 2008; De-Waal, 2007). Although the plan is novel, there have been several setbacks since its inception (De-Waal, 2007). A performance management system (PMS) will fail if managers do not set a good example and place a heavy focus on performance-driven behavior (De-Waal & Coevert, 2007).

Once everyone is on the same page, the PMS's dynamics have been defined and approved through discussions and consensus, the appropriate people have gotten training, and the development activities that are required have been identified, then the agreed-upon tasks can be performed. In line with the performance agreement and personal agreement plan, actions are done when individuals carry out their usual job and scheduled learning activities. Continuous feedback on performance, informal evaluations, goal setting, counseling for performance issues, and creating new targets are all part of these procedures (Armstrong, 2001).

Employee Promotion

Getting promoted means moving up in rank within an organization. Additional responsibility (Martoyo, 2007) and skill Competence, as defined by Wibowo (2016), is "the capacity to accomplish or perform a task or position reliant on knowledge and experience and accompanied by the work attitude necessary for the job." An employee's level of job satisfaction reflects their perspective on the fairness of the rewards they've gotten in comparison to what they've earned (Robbin, 2003). In contrast, Anwar Prabu Mangkunegara (2013) argues that an employee's success stems from both the quality and quantity of his output while carrying out his responsibilities in compliance with the organization's policies and procedures (Rinantanti et al., 2019). Promotion opportunities boost morale in the workplace. The more an individual enjoys his or her work, the more likely he or she is to come up with original solutions to problems, which in turn may have a positive impact on his or her career advancement. And in Luthans' view (2006), which emphasizes that work satisfaction is a fulfilling emotional state or sentiment that arises from a person's job evaluation or experience, and it also characterizes someone's sentiments of mood whether or not he is glad to perform his job. Thus, promotion is a means through which higher-ranking employees in a business may increase their authority and responsibility, increasing their duties, reputation, and profits (Hasibuan, 2005). Therefore, it is clear that advancement within a company will have a growing impact on how satisfied workers are with their current pay and working conditions. Eka Gorby Setia Jaya (2015) found that characteristics connected to advancement in one's career and contentment in one's current position both had a favorable effect on said satisfaction, and this study builds on that work. Higher-ranking employees get more authority and responsibility as a result of promotions. Because of this, when they are promoted, their responsibilities, status, and pay all go up

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(Hasibuan, 2005; Kanto et al., 2020; Umanailo, 2020; Umanailo et al., 2021). Measuring or assessing the progress made by employees would have a significant impact on their level of job satisfaction in a business.

Advertising a business may boost its productivity. It complies with the stated requirements for the profession and may be used as a basis for further action. In the event that it does not come to fruition, it will have a negative impact on employee morale. According to Hasibuan (2002), a company's promotion system has to be specific about the criteria used to determine an employee's progress. It is critical to provide employees with a solid motivation for improving productivity and performance on the job in order to meet corporate goals. Every worker's desire is to be promoted to a more significant position in their company. Employees will be more dedicated, passionate, disciplined, and productive if they know they have a shot at a promotion based on fair and objective criteria, which in turn will help the company reach its objectives more efficiently. In the same way that businesses need hardworking staff members, workers benefit greatly from receiving constructive criticism in order to improve their performance in the future. Employees' high outputs and improved morale benefit from the presence of promotion goals since they encourage workers to feel appreciated, cared for, needed, and acknowledged by their organization's work capacity. Research done by (Eka et al., 2016) and titled "The Effect of Job Promotion and Work Discipline on Employee Performance," confirms this trend by showing that promotions have a favorable and substantial effect on workers' productivity at the District Transportation Office Buleleng.

Employees Performance

Promotions are one method of providing employees with the professional growth chances they need to stay engaged. Raise the bar on staff performance is no easy feat. It has been shown in a prior study by Vianti and Netra (2013), which was entitled "The Effect of Leadership Style, Job Promotion, and Financial Compensation on Employee Performance at PT. Grand Mega Bali Resort & Spa Kuta Bali," that promotions greatly affect the productivity of workers. Its people have the potential to be a major asset. One choice is to launch a marketing effort. To paraphrase Hasibuan, a promotion is "a step that increases the duties, rights, status, and producers of workers by elevating them to positions of more power and responsibility within a business." (2018: 108). Since HRD increases output from current employees, it is essential for businesses to invest in it (Akib & Salam, 2016; Pratiwi et al., 2019).

Armstrong (2006) states that the effective completion of evaluated goals is execution. To measure success, it is not enough to know what individuals do; the means by which they achieve it are equally significant. Success in accomplishing a set of goals in respect to a set of known or anticipated criteria, such accuracy, completeness, cost, and timeliness, is what Sultana et al. (2012) mean when they say performance. Achieving optimal performance is a crucial milestone on the road to fulfilling an organization's declared goals. Every employee's efforts are crucial to the company's and workers' success. In order for businesses to achieve their goals, they need efficient employees that can market their unique products and services to a wider audience and, in the end, help them beat out the competition.

Companies should closely monitor performance management because, according to Gruman and Saks (2010), it is essential to the success of the business. Alder (2001) claims that monitoring employee output is the top priority for most businesses. Monitoring employee output so enables them to ascertain the value they are receiving from their investment. Earnings, sales, shareholder value, market value, business size, market share, and revenue are just a handful of the many indicators that may be used to measure success. Employees, the company's growth and productivity, and the work atmosphere are all positively impacted by profit and gain sharing, according to Blinder (1990). While it is not necessarily the case, research has demonstrated that performance improvements boost employee happiness and output (Katzell, 1975). Employers should not assume their employees are committed just because they are capable of putting in a lot of effort, according to Senyucel (2009). Businesses benefit from increased output and efficiency when workers have a personal stake in the company's prosperity (William et al., 1994). Accordingly, HRM and corporate culture are dependent variables that, in order to produce the intended results, must motivate employees to do high-quality work.

The results achieved by a workforce are a direct result of their collective expertise, experience, and hard work. How hard workers work is dependent on their motivation, skill, and the likelihood that they will get something from their

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efforts (Armstrong, 2009). Performance, in his view, is both a measure of one's potential and a driving force. While many things influence workers' performance on the job, working circumstances have a far larger impact on workers' motivation and, by extension, their output. According to many research, there are a handful of critical success characteristics for sales personnel. Considerations include physical elements, equipment, meaningful activities, feedback (both expected and received), and a defective system. He maintains that in order to achieve average production, companies need make sure that employees do their tasks in a way that contributes to the company's objectives.

Values

The increasing use of technology in the classroom has not eliminated the many challenges it poses to teachers. Classroom usage of these technologies is still restricted, even though there are plenty of technology resources, teachers who are trained, and regulatory contexts that support them. When students fail to find real-world applications for what they learn in class, some point the finger at the way professors educate. Universities and other organizations frequently incorporate values education as one of their declared purposes, although this is a contentious issue in both the academic and popular media (Sweeney & Soutar, 2001). But game-changing game-changers like online channels are casting question on the usefulness of a conventional four-year degree. (Weise and Christensen 2014) and (Barber et al. 2013). Based on research by Lee, Yoon, and Lee (2009), e-learning is described as an online learning strategy that facilitates active learning among students globally through the use of online communication, collaboration, multimedia, information transfer, and training.

Nonetheless, educators in many fields have made substantial strides at capturing the interest of our pupils. These days, history doesn't matter much, and looking forward is both nerve-wracking and completely unpredictable. Such blatant defiance of normative standards and anarchy has never been witnessed before in history (Ruhela, 1986). It becomes clear to students that there is a difference between what teachers say and what they do, as well as between their claimed and real values. These are the three questions you want answered: who am I? I don't see the point in even being here. Whatever the heck is the point of my being here? I hope you are doing well. Where should I go from here? What this means is that it's a personal and historically grounded quest for identity, purpose, and meaning in relation to the universe. The fact that our perceptions are subject to constant change due to both internal and external factors, which are frequently in conflict with one another, makes this pursuit more difficult. Teachers meet this requirement by guiding their pupils in discovering their own values and purpose in life. By creating a welcoming atmosphere, you sow the seeds of possibility for meaningful relationships with those around you. You need opportunities to build relationships that aren't risky, competitive, or defensive. Finding new friends might be challenging; you'll need guidance (Ruhela, 1986). As far as role models go, the best ones are the students themselves. Educators have a greater impact on shaping students' identities as parents are less inclined to offer them varied suggestions. The majority of parents go home from work late, and their children often spend that time doing things they enjoy before coming home. Because they isolate young people and make them less likely to spend money, these outlets may seem terrible to their developing brains.

Capability

According to Teece et al. (1997), production systems can strategically profit from knowledge and skill. Therefore, capacity development is defined by the declaration of future goals or the necessity to cultivate or enhance certain talents. Equally responsible for the SOPs that control the day-to-day operations of a company and allow it to function even when handling several product lines are these authors. A strategic management approach known as resource theory provides the theoretical groundwork for the implementation of concepts related to human abilities (Cool & Schendel, 1988). This theory was designed to determine the factors that explain the continuous fluctuations in organizational performance (Bogner & Thomas, 1994). Various viewpoints on how to tackle this matter may be found in the pertinent literature, ranging from the desire to have one's actions be the product of one's abilities to the complete reverse of what is actually happening.

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Quality

Both "education policy" and "a program" can be used interchangeably, depending on whether the policy is aimed at improving education generally or only in a particular subject area (Haddad & Demsky, 2005). There is no agreed-upon definition of "quality" when used to education because the field is dynamic and the meaning of the word is subjective. Adams (1993) lists equity, performance, and consistency as words that are often used interchangeably. To remain relevant in an educational landscape where standards are always evolving, excellence should be defined with some degree of flexibility. Glaser (1990) demonstrated this. Given the multi-faceted nature of the factors that impact quality changes—including those of a political, cultural, and economic nature—the EFA Global Monitoring Report (Haddad & Demsky, 2005) employs two principles of educational efficiency. While teachers' primary focus should be on their students' intellectual development, they also have a duty to encourage their students' emotional and creative maturation via the shaping of their values and principles. Where they are located is the main point.

METHODOLOGY

The methodology was designed systematically to address the research issues and effectively provide solutions. This study evaluates the performance management system effects by examining three core dimensions of EMPLOYEE performance and promotion by value, efficiency flexibility. Data were gathered from distributing a set of questionnaires to analyze these impacts. The study sample consists of both employees and managers from KAR Company in the Kurdistan region/Iraq, with the survey conducted in Erbil. A total of 100 Questionnaire form

Were distributed through hand delivery resulting in 89 completed. The high response rate enabled the researcher to draw a meaningful conclusion on the effect of the performance management system especially with the value, efficiency flexibility the work role in organizations, and employee promotion.

The design of the practical component tool:

• The tool for the practical portion: a questionnaire is the primary instrument for the practical phase of the study, which is focused on developing and designing the form. Using the seven-point Likert scale—"strongly agree," "agree," "mildly agree," "neutral," "mildly disagree," "disagree," and "strongly disagree"—the questionnaire's section was constructed.

• The layout (parts) of the functional component instruments: The survey consisted of two sections:

This section addresses the respondent's individual details and includes five pieces of information: age, gender, educational level, length of time at the present firm, and length of time in the current position.

Areas included by the survey: (The function of Performance Management systems in Enhancing Employee Performance via Promotion) is the focus of this area of study. This is the study's field component, as seen through the eyes of experts in the subject and academics. This section includes a set of things, with a total of sixteen items spread among three primary variables:

First, there's the variable X, which appears in the context of performance management systems; this variable is one of five elements represented by the letters X1, X2,..., X5. The second variable in the study is Employee Promotion, which is represented by the symbol (Z). It has two elements, which are denoted as (Z1, Z2).

The last variable in the study is employees' performance, which is represented by the letter Y and has nine components, numbered from 1 to 9.

Data analysis and interpretation of research results

Examining the data pertaining to the research participants:

The researcher can analyze and interpret the questionnaire's interlocutors, test hypotheses according to a comprehensive methodology, and facilitate discussion and analysis by displaying personal information on the study sample. The following five features define the research population:

According to the respondent's defining characteristics, the research sample is distributed as shown in Table (3.1):

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Demographics (gender, age, education level), length of time in present position, length of time at current firm.

Table (3.1): Represent sample distribution according to responder's characterize

Variable	Class	Count	%
Gender	male	70	81.4
	female	16	18.6
Age	19-29	27	31.4
	30-40	38	44.2
	41-51	10	11.6
	52-63	10	11.6
	64 and more	1	1.2
Education Level	High School / Technical School Diploma	6	7.0
	Associate Degree	2	2.3
	Bachelor	73	84.9
	Master	5	5.8
Current Firm Job Tenure	1-4	31	36.0
	5-8	39	45.3
	9-12	13	15.1
	13-16	3	3.5
Current Passion Tenure	1-4	40	46.5
	5-8	40	46.5
	9-12	5	5.8
	13-16	1	1.2

From table (3.1)

Data pertaining to the questionnaire's parts will be presented, analyzed, and discussed.

The relative relevance of each item in the section and its strength were determined by calculating the frequencies and percentages of the research sample's responses. The research sample's dispersion in responses to each item was shown by finding the standard deviation, in addition to computing the weighted mean to establish the items' directions.

In order for the item to be considered positive, implying that the sample members agree on its content, the replies are evaluated according to the relative relevance and the weighted mean. Items are considered negative if their relative importance is higher than 60% and the weighted mean is higher than the hypothetical mean. On the other hand, all questionnaire items are considered positive if the relative importance is lower than 60% and the weighted mean is lower than the hypothetical mean. Moving forward, this section presents or analyzes the information pertaining to the research sections of the questionnaire, which include:

3.1. Presentation, analysis, and discussion of the results related to the items of the first variable (Performance Management systems and Employee Promotion):

Table (3.2) Means, SD and RI for Performance Management systems and Employee Promotion

Items	Strongly Disagree	Disagree	Mildly Disagree	Neutral	Mildly Agree	Agree	Strongly Agree	M	SD	CV	RI
	No.	No.	No.	No.	No.	No.	No.				
	%	%	%	%	%	%	%				
X1	2.00	4.00	6.00	10.00	18.00	20.00	26.00	5.35	1.58	29.60	76.41
	2.3	4.7	7.0	11.6	20.9	23.3	30.2				
X2	1.00	5.00	4.00	11.00	19.00	19.00	27.00	5.41	1.53	28.26	77.24
	1.2	5.8	4.7	12.8	22.1	22.1	31.4				
X3	1.00	4.00	4.00	9.00	16.00	31.00	21.00	5.47	1.42	25.98	78.07
	1.2	4.7	4.7	10.5	18.6	36.0	24.4				

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X4	1.00	5.00	4.00	4.00	9.00	29.00	34.00	5.77	1.51	26.13	82.39
	1.2	5.8	4.7	4.7	10.5	33.7	39.5				
X5	2.00	5.00	4.00	4.00	12.00	33.00	26.00	5.58	1.54	27.66	79.73
	2.3	5.8	4.7	4.7	14.0	38.4	30.2				
Total-X	7.0	23.0	22.0	38.0	74.0	132.0	134.0	5.51	1.23	22.31	78.77
	1.6	5.3	5.1	8.8	17.2	30.7	31.2				
Z1	4	2	3	8	11	26	32	5.63	1.61	28.55	80.4
	4.7	2.3	3.5	9.3	12.8	30.2	37.2				
Z2	1	2	3	15	13	28	24	5.52	1.37	24.81	78.9
	1.2	2.3	3.5	17.4	15.1	32.6	27.9				
Total-Z	5.0	4.0	6.0	23.0	24.0	54.0	56.0	5.58	1.31	23.50	79.65
	2.9	2.3	3.5	13.4	14.0	31.4	32.6				
M: is Weighted Mean, SD: is Standard Deviation, CV: is Coefficient of Variance, RI: is Relative Importance.											

Table (3.2) Results for Performance Management system means, standard deviations, and RI are shown above. The study sample expressed a very high degree of agreement with statement no. 4, which recorded the highest mean (5.77) among the statements. Statement 1 had the highest amount of agreement and the lowest mean score (5.35), according to the study sample. Overall, the weighted mean for the performance management systems variable is 5.51 with a standard deviation of 1.23; this indicates that the majority of respondents agree that performance management systems are important, while the relative importance of the variable is 78.77 percent.

The Employee Promotion means, standard deviations, and RI values are also shown in Table (3.2). The study sample expressed a very high degree of agreement with statement no. 1, which recorded the highest mean (5.63) among the statements. Statement 2 had the highest level of agreement and the lowest mean score (5.52) among the research participants.

The overall weighted mean for the Employee Promotion variable is 5.58 with a standard deviation of 1.31. This variable leans toward agreement, suggesting that the majority of respondents agree that Employee Promotion is important, while the overall relative importance is 79.65%.

3.2. Analyzing the items of Employees Performance

Table (3.3) Means, SD and MI for Employees Performance

Items	Strongly Disagree	Disagree	Mildly Disagree	Neutral	Mildly Agree	Agree	Strongly Agree	M	SD	CV	RI
	No.	No.	No.	No.	No.	No.	No.				
	%	%	%	%	%	%	%				
Y1	0.00	1.00	4.00	4.00	16.00	31.00	30.00	5.88	1.15	19.47	84.05
	0.0	1.2	4.7	4.7	18.6	36.0	34.9				
Y2	0.00	1.00	4.00	3.00	11.00	26.00	41.00	6.09	1.16	19.00	87.04
	0.0	1.2	4.7	3.5	12.8	30.2	47.7				
Y3	0.00	2.00	3.00	10.00	8.00	17.00	46.00	6.01	1.33	22.19	85.88
	0.0	2.3	3.5	11.6	9.3	19.8	53.5				
Y4	5.00	3.00	2.00	7.00	8.00	29.00	32.00	5.62	1.69	30.13	80.23
	5.8	3.5	2.3	8.1	9.3	33.7	37.2				
Y5	2.00	4.00	3.00	4.00	7.00	29.00	37.00	5.85	1.52	26.01	83.55
	2.3	4.7	3.5	4.7	8.1	33.7	43.0				
Y6	3.00	3.00	6.00	8.00	12.00	22.00	32.00	5.52	1.65	29.83	78.90
	3.5	3.5	7.0	9.3	14.0	25.6	37.2				
Y7	0.00	2.00	5.00	5.00	15.00	22.00	37.00	5.87	1.31	22.31	83.89
	0.0	2.3	5.8	5.8	17.4	25.6	43.0				

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Y8	0.00	1.00	1.00	7.00	17.00	32.00	28.00	5.88	1.06	18.04	84.05
	0.0	1.2	1.2	8.1	19.8	37.2	32.6				
Y9	0.00	0.00	1.00	4.00	9.00	35.00	37.00	6.20	0.89	14.31	88.54
	0.0	0.0	1.2	4.7	10.5	40.7	43.0				
Total-Y	10.0	17.0	29.0	52.0	103.0	243.0	320.0	5.88	0.99	16.83	84.02
	1.3	2.2	3.7	6.7	13.3	31.4	41.3				
M: is Weighted Mean, SD: is Standard Deviation, CV: is Coefficient of Variance, RI: is Relative Importance.											

Table (3.3) Employees Performance means, standard deviations, and RI values are displayed above. The study sample expressed a very high degree of agreement with statement no. Y9, which recorded the highest mean (6.20) among the statements. The study sample expressed a high level of agreement with statement no. Y6, which had the lowest mean of 5.52. While the overall relative importance is 84.02%, the overall weighted mean for the Employees Performance variable is 5.88 with a standard deviation of 0.99, indicating that the majority of respondents agree that this variable deserves attention.

3.4: Building and Testing Hypotheses

The study hypothesis is tested using statistical methods such as structural equation modeling (SEM), regression analysis, and Pearson correlation. Below, you can find the results. Performance management systems have a favorable association with employee performance in terms of value, efficiency, and flexibility, according to the first major hypothesis (Ha1) of the study. The table below displays the results:

Table (3.4): Correlation result between Performance Management systems, and Employees Performance, each as Values, Efficiency, and Flexibility

Variable	Performance Management systems	
	Correlation value (r)	P-value
Value	0.716**	0.000
Efficiency	0.664**	0.000
Flexibility	0.375**	0.000
Employees Performance as whole	0.747**	0.000

Table (3.4) shows that the value of correlation and p-value between Performance Management systems, and Employees Performance, each as Values, Efficiency, and Flexibility. The results indicate a significant positive correlation between Performance Management Systems (PMS) and various dimensions of Employees' Performance: Value, Efficiency, Flexibility, and overall performance. The strongest correlation is observed for overall performance ($r = 0.747$, $p = 0.000$), followed by Value ($r = 0.716$, $p = 0.000$) and Efficiency ($r = 0.664$, $p = 0.000$), demonstrating that improvements in PMS significantly enhance these aspects. Flexibility has a moderate correlation ($r = 0.375$, $p = 0.000$), suggesting that while PMS moderately supports employees' adaptability, it is less impactful compared to other dimensions. The statistically significant p-values ($p < 0.01$) across all relationships confirm the reliability of these findings, that is mean can be accept the first hypothesis (Ha1) which is indicated to positive and strong relationship between Performance Management systems, and Employees Performance, each as Value, Efficiency, and Flexibility. The second study main - hypothesis (Ha2) is state that the "Performance Management systems is a positive relationship with Employee Promotion", and the results are shown in the table below:

Table (3.5): Correlation result between Performance Management systems, and Employee Promotion

Variable	Performance Management systems	
	Correlation value (r)	P-value
Employee Promotion	0.622**	0.000

Table (3.5) shows that the value of correlation and p-value between Performance Management systems, and Employee Promotion. The results indicate a significant positive correlation between them. The strongest correlation is observed between them variables which is ($r = 0.622$, $p = 0.000$). The statistically significant p-values ($p < 0.01$)

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across the relationship confirms the reliability of this finding, that is mean can be accept the second hypothesis (Ha2) which is indicated to positive and strong relationship between Performance Management systems, and Employee Promotion.

The first study sub - hypothesis (Hb1) is state that the "there is an influence of Performance Management systems, and it is possible to predict the increase in the levels of the Employees Performance, each as Values, Efficiency, and Flexibility". Based on the results of the regression analysis that confirmed there is a significant effect between Performance Management systems and Employees Performance as shown in the table below:

Table (3.6): Regression results of Performance Management systems on Employees Performance

Variables	Performance Management systems as regressor					
	R-square	t-test		F-test		Beta
		t-test	P-value	F-test	P-value	
Values	0.51	9.41	0.000	88.52	0.000	0.667
Efficiency	0.44	8.14	0.000	66.28	0.000	0.603
Flexibility	0.14	3.71	0.000	13.74	0.000	0.325
Employees Performance as whole	0.56	10.29	0.000	105.8	0.000	0.600

From table (3.6) can be determine change in (Values, Efficiency, Flexibility, and Employees Performance as whole) according to (Performance Management systems), the results show that there are statistically significant effect of Performance Management systems on each of (Values, Efficiency, Flexibility, and Employees Performance as whole), with the R2 (0.51, 0.44, 0.14, 0.56) respectively, which means Performance Management systems explains (51%, 44%, 14%, 56%) of the change in the variable (Values, Efficiency, Flexibility, and Employees Performance as whole) respectively, and F-test confirms this effect that equal to (88.52, 66.28, 13.74, and 105.8) respectively with p-values (0.000) which are less than acceptable statistical level (0.05), that is indicate to reject null hypothesis and accept alternative hypothesis which states: "the model is significant" for all of levels of the Employees Performance. The t-test is used to evaluate the effect of Performance Management systems on (Values, Efficiency, Flexibility, and Employees Performance as whole), note that the value of calculated (t) for the mentioned variables are (9.41, 8.14, 3.71, 10.29) respectively with the p-values are (0.000), this means that there is a significant effect of the variable Performance Management systems on each of (Values, Efficiency, Flexibility, and Employees Performance as whole) by amount (0.667, 0.603, 0.325, and 0.600) respectively which are shown in the table above under column name (Beta), that is mean wherever Performance Management systems increases by one unit the (Values, Efficiency, Flexibility, and Employees Performance as whole) increased by (66.7%, 60.3%, 32.5%, and 60%). Finally, can be accept the first sub - hypothesis (Hb1) which is state that the "there is an influence of Performance Management systems, and it is possible to predict the increase in the levels of the Employees Performance, each as Values, Efficiency, and Flexibility

The second study sub - hypothesis (Hb2) is state that the "there is an influence of Performance Management systems, and it is possible to predict the increase in the levels of the mediator Employee Promotion", and the results are shown in the table below:

Table (3.7): Regression results of Performance Management systems on Employee Promotion

Variables	Performance Management systems as regressor					
	R-square	t-test		F-test		Beta
		t-test	P-value	F-test	P-value	
Employee Promotion	0.38	7.29	0.000	53.08	0.000	0.622

From table (3.7) can be determine change in Employee Promotion according to (Performance Management systems), the results show that there are statistically significant effect of Performance Management systems on Employee Promotion, with the R2 0.38, which means Performance Management systems explains 38% of the change in the variable Employee Promotion, and F-test confirms this effect that equal to 53.08 with p-value (0.000) which is less than acceptable statistical level (0.05), that is indicate to reject null hypothesis and accept alternative hypothesis

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which states: "the model is significant". The t-test is used to evaluate the effect of Performance Management systems on (Employee Promotion, note that the value of calculated (t) for the mentioned variable is 7.29 with the p-values are (0.000), this means that there is a significant effect of the variable Performance Management systems on Employee Promotion by amount 0.622 which is shown in the table above under column name (Beta), that is mean wherever Performance Management systems increases by one unit the Employee Promotion increased by 62.2%. Finally, can be accept the second sub - hypothesis (Hb2) which is state that the "there is an influence of Performance Management systems, and it is possible to predict the increase in the levels of the mediator Employee Promotion".

3.3. 3.5 Analyzing Confirmatory Factors

Applying confirmatory factor analysis (CFA) ensures that the collection of observed variables (the factor loadings) has a correct factor structure. We evaluate composite reliability (CR). You may see the outcomes in the table (3.8) down below. Table 3.10 below displays the findings of the discriminant validity assessment conducted using HTMT Analysis.

Table (3.8): Scale items and their sources and confirmatory factor analysis results.

Scale Items	Factor loading
Performance Management systems	
(AVE = .53, CR = .85, α = .87, Skew. = -1.210, Kurt.= 0.644)	
X6	0.542
X7	0.699
X8	0.775
X9	0.861
X10	0.727
Employee Promotion	
(AVE = .53, CR = .69, α = .68, Skew. = -1.192, Kurt.= 1.139)	
Z1	0.793
Z2	0.658
Employees Performance	
(AVE = .51, CR = .89, α = .897, Skew. = -1.32, Kurt.= .720)	
Y1	0.568
Y2	0.774
Y3	0.781
Y4	0.829
Y5	0.805
Y6	0.744
Y7	0.767
Y8	0.487
Y9	0.508

Following previous research by Bagozzi and Yi (1988), Fornell and Larcker (1981), and Hair et al. (2010), the measurement model underwent confirmatory factor analysis to ensure convergent and discriminant validity and composite reliability. The data should be tested for normalcy using the "skewness" and "kurtosis" indices before this is done. The symmetry is referred to as skewness, while the pointiness of the distribution is called kurtosis (Field A., 2013). The data used in this study can be considered to have a normal distribution, as shown in table (3.8), since the skewness and kurtosis indices, according to Panuwatwanich (Panuwatwanich K., Stewart R.A., 2008), should be within the range of -2 to +2. The skewness values in this study were -1.32 and -1.19, and the kurtosis values were 0.644 and 1.139.

According to Hair et al. (2010), all loadings were more than 0.50 and were significant in the CFA application. Bollen (2014) also noted that bigger standardized loading estimates reflect the indicators' strong relationship to their associated constructs, which is an indication of construct validity. The AVE, or average variance extracted, was likewise more than half a million. Consistent with previous research (e.g., Fornell and Larcker, 1981), these results show that convergent validity was reached. The study's discriminant validity was confirmed using Fornell and Larcker's (1981) technique. According to Karatepe and Choubtarash (2014) and Nunkoo et al. (2013), the AVE values between the variables were higher than the squared correlation between the relevant latent constructs. Comparing the average variance-extracted (AVE) values is one method that CFA may be used to evaluate discriminant validity, as stated by Hair et al. (2010). The results of this test are indicative of discriminant validity, according to Hair et al. (2010). According to Hair et al. (2010), you need item (α) reliability, construct reliability, variance extracted, and average variance extracted to back up the convergent validity of a CFA result. The factor loadings are all determined to be statistically significant ($\rho < 0.001$). The construct reliability estimations were also good, falling between 0.69 and 0.89, which is higher than the crucial value of 0.6 suggested by Hair et al. (2010) and (Sekaran and Bougie, 2013). To sum up, discriminant validity seems to have been attained.

All measures were reliable because each composite reliability (>0.60) as well as coefficient alpha (>0.70) according to (Bagozzi and Yi,1988; Hair et al., 2010). The results for the reliability scores of measures are reported in Table 3.8, summary statistics and correlations of observed variables are given in Table 3.9.

Table (3.9): Data summary and correlation analysis of the variables under study.

	X	Z	Y
X	1	0.622**	0.747**
Z	0.622**	1	0.716**
Y	0.747**	0.716**	1

The best-fitting model is shown in Figure (3.1) below, which is based on the results of tables (3.8) and (3.9) above.

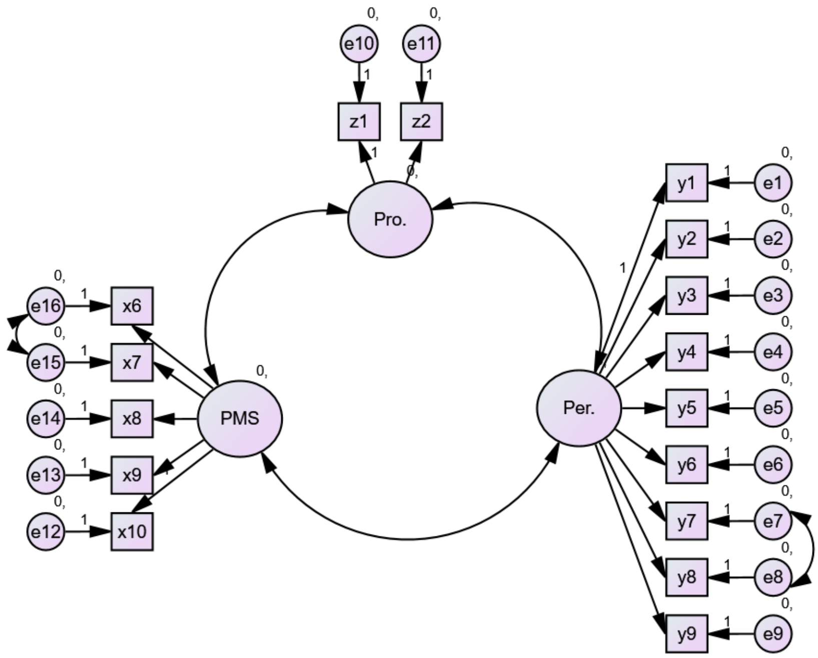

Figure (3.1): Final best fitting CFA model

3.6 Goodness of Fit

Several metrics, such as standardized root mean squared residual (SRMR), Tucker and Lewis's index of fit (TLI), and root mean square error of approximation (RMSEA), are used to assess the model's goodness of fit. You may see the outcomes in the table (3.10) down below.

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Table (3.10): Fit statistics for the three-factor principal component analysis (PCA) model.

Model tested	χ^2	p-Value	χ^2/df	CFI	TLI	IFI	RMSEA
Model performance	105.14	0.318	1.062	0.98.	0.980	0.984	0.038
Criterion for goodness of fit		Non-sig.	≤ 2	≥ 0.90	≥ 0.90	≥ 0.90	≤ 0.08

Note: RMSEA stands for root mean square error of approximation; CFI, IFI, and TLI are acronyms for several measures of statistical fit.

The model is fit according to the non-significant Chi-square value, which tests the null hypothesis that the over-identified model fits the data. The outcome of the chi-square test was validated by (χ^2/df). An outstanding model fit is indicated by an RMSEA lower than 0.08 (Mhamad, A. J., & Ahmed, R. A., 2020; Hu & Bentler, 1999). Model goodness is indicated by a CFI value higher than 0.90 (Mhamad, A. J., & Ahmed, R. A., 2020; Hancock and Mueller, 2006). According to Mhamad, A. J., & Ahmed, R. A. (2020), Sharma et al. (2005), and Bollen (2014), the TLI value is higher than 0.90, which also indicates a strong match. The hypothesised model is fitted when indices indicate a good match between the model and the present data. The third study main hypothesis (Ha3) which is state that the "Employee Promotion mediated the positive relationship between Performance Management systems and Employees Performance, each as Values, Efficiency, and Flexibility", and third study sub hypothesis (Hb3) which is state that the "There is an influence of Employee Promotion as mediator, and it is possible to predict the increase in the levels of the Employees Performance, such as Values, Efficiency, and Flexibility" were tested. The results are presented in below, the model that we will test combines the variable Performance Management systems and its impact on Employee Promotion and its reflection on the dependent variable represented as Employees Performance, each as Values, Efficiency, and Flexibility, and the following figure shows the results of model representation graphically as well as the results of direct effects between variables.

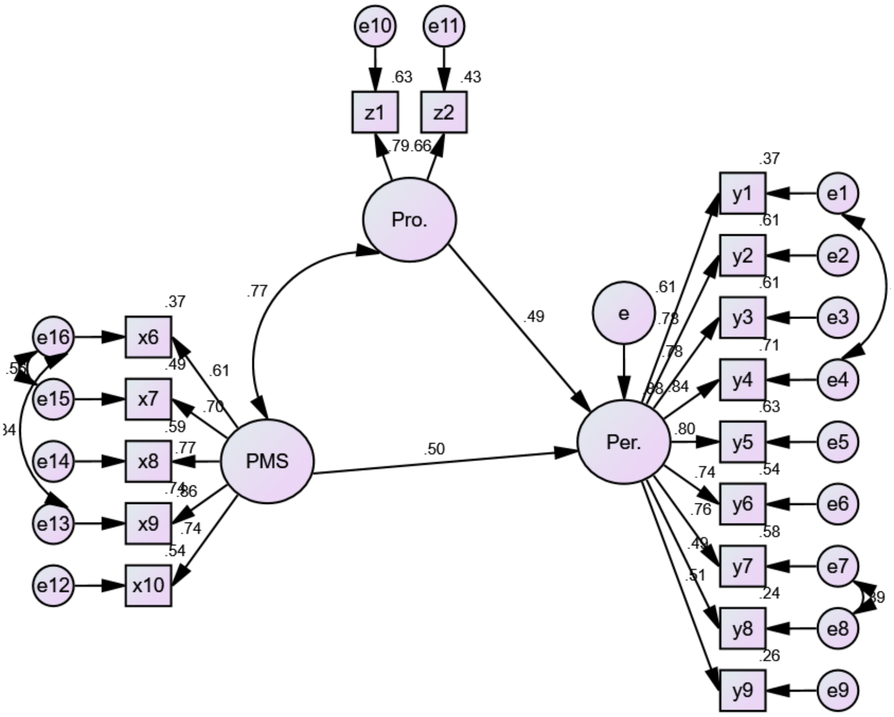

Figure 3: Path analysis model between Performance Management systems and Employees Performance with mediates Employee Promotion

The previous figure shows the impact of Performance Management systems and Employee Promotion, so that the two-way arrows represent the covariance that links the two independent variables, which must exceed 0.20 and less than 0.80 in order to explain the importance of these variables. There is no effect on the dependent variable when

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less than 0.20, and it exceeds 0.80, means that the two variables are close to symmetry, that is, they represent almost the same variable, and it is recommended to combine them into one variable. While the one-way arrows represent the effect on the dependent variable, the above values refer to the standardized regression weights, which explain an increment in the standard deviation values of the dependent variable when the standard deviation values of the independent variable increase by one unit, and the matching indicators show the suitability of the model for the data. As all the cut-off indicators showed statistically acceptable values, and to determine the significance of the values of the paths, we use the probability value, and the following table shows that the effect of Performance Management systems and Employee Promotion on Employees Performance.

Table 3.11: Results of paths estimating between Performance Management systems (X) and Employee Promotion (Z) on Employees Performance (Y)

			Estimation	S.E.	C.R.	P	R2
X	⟶	Y	.500	.140	2.187	0.029	0.88
Z	⟶	Y	.494	.136	1.978	0.048	

S.E.: is standard error, C.R.: is critical ration, p: is probability value, X: is Performance Management systems, Z: is Employee Promotion, and Y: is Employees Performance

From Table 3.11, note that the impact of the variable Performance Management systems (X) on Employees Performance (Y) is significant, and we note that the value of the critical ratio test for this variable is equal to (2.187) with probability value (p-value) is (0.029), and this means that there is a significant effect of Performance Management systems (X) on Employees Performance (Y) by amount (0.500), and Performance Management systems (X) variable contributes to the interpretation of the variation in the dependent variable (Employees Performance (Y)) by amounts 88%, and we note that there is also significant impact of the variable Employee Promotion (Z) on Employees Performance (Y), and we note that the value of the critical ratio test for this variable is equal to (1.978) with probability value (p-value) is (0.048), and this means that there is a significant effect of Employee Promotion (Z) on Employees Performance (Y) by amount (0.494), and Employee Promotion (Z) variable also contributes to the interpretation of the variation in the dependent variable (Employees Performance (Y)) by amounts 88%.

3.7 Analysis of direct and indirect impacts:

To understand the importance of the Employee Promotion (Z) variable as a second independent variable, it was included as an intermediate mediation variable between Performance Management systems (X) and Employees Performance (Y), and after collecting the variables, the results appear as follows:

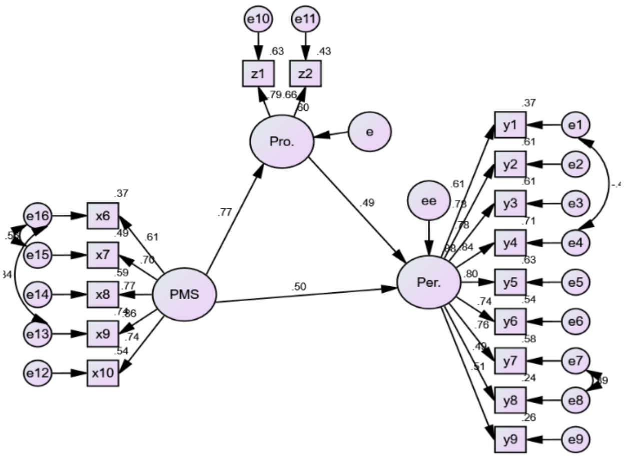

Figure 4: Path analysis model between variables Employee Promotion (Z) and Performance Management systems (X) on Employees Performance (Y)

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Where the previous figure shows path analysis between the independent, mediator, and the dependent variable, and here the direct and indirect effects are appeared, and the results show the acceptance of the model according to the indicators, so that the values of the correspondence indicators show a very high degree of relevance, that is, there is a great similarity between the data and the hypothetical theoretical model, table 3.12 shows the results below:

Table 3.12: Results of estimating paths between variables Employee Promotion (Z) and Performance Management systems (X) on Employees Performance (Y)

			Estimation	S.E.	C.R.	P	R2
X	→	Z	.774	.190	4.559	0.000	0.60
X	→	Y	.500	.140	2.187	0.029	0.88
Z	→	Y	.494	.136	1.978	0.048	

S.E.: is standard error, C.R.: is critical ration, p: is probability value, X: is Performance Management systems, Z: is Employee Promotion, and Y: is Employees Performance

From Table 3.12, note that the impact of the variable Performance Management systems (X) on Employee Promotion (Z) is significant, and we note that the value of the critical ratio test for this variable is equal to (4.56) with probability value (p-value) is (0.000), and this means that there is a significant effect of Management systems (X) on Employee Promotion (Z) by amount (0.774), and Performance Management systems (X) variable contributes to the interpretation of the variation in the variable (Employee Promotion (Z)) by amounts 60%, and we note that there is also significant impact of the variables Performance Management systems (X) and Employee Promotion (Z) on Employees Performance (Y), and the variables Performance Management systems (X) and Employee Promotion (Z) contribute to the interpretation of the variation in the dependent variable (Employees Performance (Y)) by amounts 88%.

Table 3.13 summarizes the goodness of fit for the model, as it is noted that the value of the standard chi-square more decreased compared by the standard chi-square of the confirmatory factor analysis model as shown in the previous table (3.10), which means a greater explanation for the variance of dependent variable, and also notice that an increase in the value of the other indicators for the current model as shown the following table below:

Table (3.13): Goodness-of-fit statistics for the model.

Model tested	χ^2	p-Value	χ^2/df	CFI	TLI	IFI	RMSEA
Model performance	120.82	0.051	1.246	0.953	0.942	0.955	0.067
Criterion for goodness of fit		Non-sig.	≤ 2	≥ 0.90	≥ 0.90	≥ 0.90	≤ 0.08

Note: CFI = Comparative fit index; IFI = Incremental-fit index, TLI = Tucker-Lewis index, RMSEA = Root mean square error of approximation

Table (3.13) The model is fit according to the non-significant Chi-square value, which tests the null hypothesis that the over-identified model fits the data. The outcome of the chi-square test was validated by (χ^2/df). According to Mhamad, A. J., & Ahmed, R. A. (2020) and Hu and Bentler (1999), an outstanding model fit is indicated by an RMSEA lower than 0.08. A satisfactory model fit is indicated by a CFI value higher than 0.90 (Hancock and Mueller, 2006). According to Sharma et al. (2005) and Bollen (2014), the TLI value is higher than 0.90, which also indicates a strong match. The hypothesised model is fitted when indices indicate a good match between the model and the present data. The following table shows the results that were used to identify the direct and indirect effects:

Table 3.14: direct and indirect effects of the model

Path	Indirect with Mediator	Direct with Mediator	Direct without Mediator
X → Z → Y	0.382	0.500	0.600*

*This result was obtained from table 3.6

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Through these results, it is noted that the importance of the mediating variable, which is represented in Employee Promotion through the interpreted variance of dependent variable, the mediator variable explained a part of variance of Employees Performance.

From the above results, we conclude that the third main (Ha3) hypothesis is accepted, which state that "Employee Promotion mediated the positive relationship between Performance Management systems and Employees Performance, each as Values, Efficiency, and Flexibility", and the third sub hypothesis (Hb3) is also accepted wich is state that the "There is an influence of Employee Promotion as mediator, and it is possible to predict the increase in the levels of the Employees Performance, such as Values, Efficiency, and Flexibility**".**

CONCLUSION

Through their impacts on advancement, performance, ethics, efficiency, and flexibility, this study found that Performance Management systems impact organizational Charity Foundation results and employee performance.

Findings indicate that this document's ultimate goal is to catalog Performance Management systems, boost the effectiveness of programs influencing staff innovation, and that employees can effectively distribute their regulations' emphasis on employees' performance, and values, efficiency, and flexibility improve the general organizational performance. In addition, the study examined the role of teamwork in Performance Management systems promoting creativity prospects for advancement for its workers. Although regulatory emphasis on values, efficiency, flexibility, and employee advancement contributed to employees' development, its direct impact on general productivity does not emphasize statistically important, emphasizes the need for further factors such as management support and communication strategies to maximize the benefits. Through strategic human resource management, regulatory emphasis on values, efficiency, flexibility, and employee progression might improve organizational effectiveness and performance in administrations. As a guide, the research questions derived from the aforementioned objectives are utilized. This approach encourages the organization's usefulness, and research focuses on policies, performance management systems, employee advancement, and the relationship between promotion and prevention and workers' performance.

Recommendation

It is recommended that KAR Company is a privately owned company focus on refining their Performance Management systems, emphasizing effective Employee Promotion, and fostering a strong organizational identity. Additionally, encouraging Employees Performance, Values, Efficiency, and Flexibility through leadership support and clear communication can enhance Employees Performance, leading to improved organizational performance and innovation.

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