

# Factors influencing the strength of the relationship between performance management and performance outcomes

## Abstract:

This paper analyzes the strength of the relationship between performance management and performance outcomes. Under the above broad objective, the study explores the existing theories, concepts, models and arguments that underpin an effective performance management system and how it contributes to achieving performance outcomes in organizations. The study explored whether performance management is the only factor that influences performance outcomes. Indeed, the study revealed the existence of a strong relationship between performance management and performance outcomes. However, there were other moderating factors that were also discovered to affect the strength of this relationship, other than performance management itself. The need for the study arose out of the need to develop a better understanding on whether performance management is a necessary tool in achieving performance outputs. Subsequently, while performance management can be said to have successfully influenced performance outputs in most corporate organizations, in some cases it has miserably failed. Thus some organizations have been unable to see a clear link between performance management and performance outcomes, hence the main objective for the study. Today, no one performance management theory, model or system has emerged as the most universally reliable, comprehensive, perfect and effective in enabling organizations achieve good performance outputs. In conclusion, it is important to note that for any performance management tool or system to be effective in achieving tangible performance outputs, there are some moderating factors which must exist that influences the strength of this relationship. Even of more importance is the process through which it is executed and implemented. It is therefore important to look at performance management in its more holistic nature in order to achieve the desired performance outputs. Keywords: Human resource Management (HRM); Performance Management (PM); Performance Outputs (PO); Organizational Performance (OP).