SAGE journal articles

# Chapter 7: Managing performance

Managing creative performance: Important strategies for leaders of creative efforts

This article reviews the literature on creative performance in the knowledge economy and explores how performance management can contribute to the fostering of creativity and innovation in both routine and non-routine jobs.

<http://journals.sagepub.com/stoken/rbtfl/ficd4FXQK73IfhSYxgRa/pdf/10.1177/1523422311424713>

Cross-cultural responses to performance appraisals in Germany and France: A refinement of the picture

This article examines the response of employees to the performance appraisal system in overseas subsidiaries of a US company, exploring employee perception of the appraisal process and assessing cross-cultural differences in implementation and employee response.

<https://journals.sagepub.com/stoken/rbtfl/AH4ESRGAAFCWKGJFFBYE/pdf/10.1177/1470595815603412>

Putting the system into performance management systems: A review and agenda for performance management research

This comprehensive review of 36 years’ worth of performance management literature provides an insightful overview of the developing fields of both study and practice. The paper provides a holistic overview of where research has informed or reflected developing practice and the future direction of research.

<http://journals.sagepub.com/stoken/rbtfl/KWyHduSbWcAmBPNggKB6/pdf/10.1177/0149206318755303>

What makes performance appraisals effective?

This short article makes the case for performance appraisals as critical in managing organisational talent. It sets out a number of critical success factors, in particular stressing the need for senior managerial leadership and ownership of PMS.

<http://journals.sagepub.com/stoken/rbtfl/yf8V5kuEYYDRm5Tv4UVT/pdf/10.1177/0886368712462331>

Flexible rewards from a strategic perspective

This short article reports on a survey of reward and HR managers regarding the prevalence and perceived outcomes of flexible reward plans. It reinforces the importance of considering both the internal and external environment as part of a strategic alignment of reward management.

<http://journals.sagepub.com/stoken/rbtfl/BUb3NWKSKNiDZiTQvQPN/pdf/10.1177/0886368712445541>

The future of reward management: From total reward strategies to smart rewards

This article challenges the notion of total rewards as outdated and argues that a new approach of ‘smart rewards’ is appropriate for the contemporary context, which is rooted in core values and principles, is evidence-based and more greatly engages employees and line managers in its development.

<https://journals.sagepub.com/stoken/rbtfl/ZWNU49YSRBB6CZVPJNPLF/pdf/10.1177/0886368714549303>

Key trends of the total reward system in the 21st century

This short discussion piece neatly summarises many of the trends associated with the shift towards more strategic and holistic approaches to reward management and design.

<http://journals.sagepub.com/stoken/rbtfl/stn6UhcJaTBSI86bqQcW/pdf/10.1177/0886368706292542>