

Interview Excerpts

P1 (Employee)

“The system helps me monitor my performance regularly, but it sometimes ignores teamwork aspects.”

P2 (Manager)

“I rely on the system for efficiency, but I still need to interpret the data for my team.”

P3 (Employee)

“Being involved in setting targets makes me more motivated to achieve them.”

P4 (Manager)

“Some employees struggle because they lack digital skills.”

P5 (Employee)

“The transparency is good, but it also feels like constant monitoring.”

P6 (Employee)

“I appreciate the real-time feedback because I can improve faster.”

P7 (Manager)

“The system reduces paperwork significantly.”

P8 (Employee)

“I feel more engaged when I can give input into the evaluation process.”

P9 (Manager)

“Not all employees are comfortable using digital platforms.”

P10 (Employee)

“Sometimes the system focuses too much on numbers.”

P11 (Employee)

“It helps me understand my performance clearly.”

P12 (Manager)

“I act as a bridge between the system and employees.”

P13 (Employee)

“I like that everything is transparent and accessible.”

P14 (Manager)

“Resistance to change is still a big issue.”

P15 (Employee)

“I feel more responsible when I am involved in the process.”

P16 (Manager)

“Digital tools help me give faster feedback.”

P17 (Employee)

“I worry about data privacy in the system.”

P18 (Manager)

“Training is necessary for employees to adapt.”

P19 (Employee)

“The system is useful but not perfect.”

P20 (Manager)

“Balancing technology and human interaction is challenging.”

Participant	Summary	Code	Category	Theme
P1	Focus on metrics	DPE3	Limitation	Digital Challenges
P2	Manager explains data	FLM2	Interpretation	Manager Role
P3	Participation increases motivation	HRCC1	Engagement	HR Co-Creation
P4	Lack of digital skills	CH1	Barrier	Implementation Challenges
P5	Transparency vs monitoring	CH3	Concern	Digital Challenges
P6	Real-time feedback	DPE2	Efficiency	Digitalization Benefits
P7	Reduced admin work	DPE2	Efficiency	Digitalization Benefits
P8	Employee involvement	HRCC1	Engagement	HR Co-Creation
P9	Tech discomfort	CH1	Barrier	Implementation Challenges
P10	Over-reliance on numbers	DPE3	Limitation	Digital Challenges
P11	Clear performance understanding	DPE1	Transparency	Digitalization Benefits
P12	Manager as bridge	FLM2	Interpretation	Manager Role
P13	Accessible data	DPE1	Transparency	Digitalization Benefits
P14	Resistance to change	CH2	Barrier	Implementation Challenges
P15	Ownership feeling	HRCC2	Engagement	HR Co-Creation
P16	Faster feedback	DPE2	Efficiency	Digitalization Benefits
P17	Privacy concern	CH3	Concern	Digital Challenges
P18	Need for training	CH1	Barrier	Implementation Challenges
P19	System limitation	DPE3	Limitation	Digital Challenges
P20	Human-tech balance	FLM1	Role Complexity	Manager Role

Code	Frequency
DPE1 (Transparency)	3
DPE2 (Efficiency)	4
DPE3 (Data-driven / limitation)	4
HRCC1 (Participation)	2
HRCC2 (Ownership)	1
FLM1 (Coaching role)	1
FLM2 (Interpretation role)	3
CH1 (Digital literacy gap)	4
CH2 (Resistance to change)	1
CH3 (Privacy concern)	2