

Performance Management System: An Analysis

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Abstract: *A well-managed performance management system in an organization is very important. PMS is installed formally and informally in different organization but they have difficulty in implementing because various aspects are not evaluated properly. Many organizations fail due to improper implementation of PMS. Performance management is about enhancing the employee's performance which ultimately helps an organization to achieve organizational objectives successfully. This research paper analyzes the perception of managers about the functions of PMS and find out the effectiveness in organization. PMS is installed formally and informally in different organization but they have difficulty in implementing because various aspects are not evaluated properly. This research paper analyze the managers that what was their experience pf Performance management system and how they carried it out.*

INTRODUCTION

PMS is becoming a very important driver in the organization. In this cut throat competition, organizations are continuously finding different ways to lead or to go ahead of others. Everyone is cutting cost and delivering satisfaction to the customers. So to survive, the optimum utilization of human resource is very important. It is possible only if the employee's performance is managed properly.

Managers play an important role in this case. They know how to improve the employee's performance. This study is meant to see how PMS is implemented in the organization.

RESEARCH OBJECTIVES

The purpose of the study is to analyze perception of managers about the functions of performance management system used in different organizations. The study is addressed to understand the PMS and manager's attitude towards PMS.

SCOPE OF THE STUDY

The scope of the study is limited to the managers of cement industry. The present study has identified various functions used in appraisal of employees. The study also identified the perception of managers about the implementation of PMS.

RESEARCH METHODOLOGY

Research is a systematic plan which gives the direction to the research.

Sources of Data: The required data was collected for this study through Primary & Secondary sources. Primary and Secondary sources are given below:

Primary Data: The primary data was collected from qualitative interview. Some semi-structured interviews were prepared and asked to the concerned managers randomly. Secondary data was available in documents. A list of questions was prepared and asked to the participants. Sometimes the questions were asked without sequence also to get the desired information from participants. The questions were asked in such a manner that the answers give the exact idea of the perception

of participants about HR practices. Some participants themselves gave information from their side naturally. **Overall positive views were given about the PMS functions.**

Secondary Data:-Secondary data is the second hand data which need not to be collected as it is already available in journals, websites, books and internet etc.

Sample Size: - Managers working in various departments of the organizations were taken for the survey as a sample size.

Statistical Tools: Simple percentage method.

FINDINGS



Implementation of PMS Processes by Managers

Table 1. Implementation of PMS processes by the management function	Managers (%) using this Process
Individual Annual appraisal	100%
Midyear review	80%
Staff Self-appraisal	100%
Continuous assessment	100%
Competence assessment (against core values)	80%
Objective setting and review	100%
Performance related pay	100%
Coaching	80%
Career management(target)	80%
My development Plan	100%
Performance Rating	100%
Team Building Activities	Team synergy training
Non financial reward and recognition scheme	100%
Regular Meetings (monthly)	100%
Identification of “talent pool” (SMD process)	92%

The findings show that almost all the functions are quite satisfactory. The result sheds light on what the managers feel about the appraisal system of organization. The study revealed what is being perceived about the PMS.

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Most of the people had positive opinion about the PMS so they have supported the system's validity.

Very few of them had somewhat negative opinion where they preferred some improvement.

Some of them said that they are unknown to it.

So this is how PMS was interpreted by different people in the organization.

CONCLUSION



There were no major issues occurred during the research. Management team was helpful.

Most of the employees had positive attitude towards the organization. Very few of them had shown negativity.

Lack of communication, participation or less effective training may be the reason for the negativity that some participants had.

Although the satisfaction level among them was much higher but still if the organization wants to raise positivity, it should enhance participation level, communication and training among them.

Structured interviews were set to understand the views of managers regarding PMS functions. It was revealed that the focus of managers lies mostly on how to achieve the target efficiently rather than development of team as well. This may be possible if proper training is given to them.

Different managers gave different interpretations of PMS. Somebody said it is a formal ways to get a low performer out of organization. Whereas others said it is to develop the employees.

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