



A study of Employees performance management system with special reference GAIL

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ABSTRACT: - Performance Management System is greater impact on Employee performance and on organizational performance as well. The aim of this study was to explore the kind of impact that performance management system will have on Employee performance. This study reports the theoretical foundations on PMS and utilized all the three phases of Performance management System including Current Performance and Current Performance, Issues in performance Management, performance management systems and methods used in evaluation Further, this study provides beneficial insight about Performance management system with specific focus on all the three phases of it and impact on Employee performance in-order to identify various flaws that exists generally in the Performance management system.

Keywords: employee performance, management system, performance management, performance management systems, key performance indicators Employee Performance.

I. INTRODUCTION

Employee performance management isn't a new concept. Performance management has evolved in many ways over the twentieth and twenty-first century, but some companies are still using antiquated methods to measure employee performance. In this article, we outline a brief history of performance management to understand the main drivers of changes throughout history and some of the main factors that are driving modern day companies to evolve their current performance management systems. A performance

management system is a mechanism for tracking the performance of employees consistently and measurably. It allows the company to ensure that employees and departments across the organization are working effectively towards achieving the business' strategic goals. Successful businesses gain an advantage from having employees better aligned with corporate goals.

II. OBJECTIVE

1. Nature of Current Performance Management System in GAIL.
2. To understand process of performance Management in GAIL.
3. To study Analysis on Issues in performance Management.
4. Effectiveness of performance management systems and methods used in evaluation.

III. RATIONALE OF THE PROPOSED STUDY

An attempt in this research study will be made to do a study of employee's performance management system with reference to Gail

IV. LITERATURE REVIEW:

Angelita Become & David Insler, (2011), organization that get most impacted by the performance management are those that use it as a tool to differentiate performance, create a foundation for coaching and drive business result. To improve its performance process, an organization must analyses not only the design of its program; but also the key drives of a successful system. Leadership champion, and differentiated individual outcomes driver by calibration and business critical goal alignment, all of which support performance conversations for effective coaching.

Armstrong & Baron, (1998), Performance management is the strategic & integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capability of the teams and individual contributors. These findings also support the view of Akata (2003) who considers performance management as a systematic and holistic process of work planning, monitoring and measurements aimed at continuously improving the teams and individual employee's contribution to achievement of organizational goals.

Idemobi & Onyeizugbe, (1998), performance management is a comprehensive approach to planning and sustaining improvement in the performance of employees to meet the standards. The absence of a performance management system will contribute a high rate of business failure in the company.

Study by DDI, (1997), Performance management practices the most recent performance management study. It proves that successful organizations realize that performance management is a critical business tool in translating strategy into result. The CEOs in a majority of the 88 organizations surveyed say, their

performance management system drives key factors associated with both business and cultural strategies. Performance management systems directly influence five critical organizational outcomes: financial performance, productivity, product or service quality, customer satisfaction and employee job satisfaction. When performance management systems are flexible and linked to strategic goals, organizations are more likely to see improvement in the five critical areas: team objectives, no manager training, appraiser accountability and links to quality management are the specific practices most strongly associated with positive outcomes.

Watkins, (2007), but it, most public sector business organization like those in Delta state of Nigeria have not given adequate attention to performance management review as a tool for improving performance, even when recent studies suggest that performance reviews benefit organizational performance in both private and public sectors. Performance management has been described as a systematic approach to the management of people. Using performance goal measurement, feedback and recognition is a means of motivating employees to realize their maximum potential. Public sector business organizations that strive to deliver quality services at competitive prices are those that embrace various performance review practices to assess their employee performance and motivate them with incentives.

Gary Dessler & Biju Varkkey, performance management is the continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the goals of an organization.

Weiss & Hartle, Performance management is a process for establishing a shared understanding about what is to be achieved and an approach to managing people that increases the probability of achieving success.

Bititci, Carrie & McDevitt, (1997), Define Performance management as a ‘process by which the company manages its performance in line with its corporate and functional strategies and objectives’. This definition is often used in management research studies. According to Biotitic, Carrie & McDevitt, it is the objective of that process to provide an integrated control system, where the corporate and functional strategies are deployed to all business processes, activities, tasks and personnel, and feedback is obtained through the performance measurement system to enable appropriate management decisions. The ultimate purpose of that process is to improve company performance.

Lebas, (1995), Performance measurement is an essential part of the performance management. By measuring, people transform complex reality into simplified numerical concepts that can be easily communicated and acted upon (). According to Lebas, the simplification of reality by measuring is the prerequisite of successful management. Similarly, Bititci et al. 1997 argue that performance measurement is at the heart of performance management process and it is of critical importance to the effective and efficient functioning of performance management.

Bratton & Gold (2005), Performance management system is a systematic attempt to link organizational strategy to that of employees through the integration of activities that assess, appraise, develop and reward employees. Halifax,

Performance management system ensures excellent leadership and high quality of coaching and it goes a long way to mentor relationship among different managers and teams. Managing performance is about coaching, guiding, motivating and rewarding colleagues to help in building their potential and in improving organizational performance. Scottish parliament, further state that Performance management is planned to ensure that our action is guided by our values and is relevant to the principle of the organization.

Catherine Jablonsky (2010), Performance management requires a manager to decide which metric is effectively followed by key process also he should keep in mind how to Plan, Monitor, Act, Review, and also how to adjust target by changing business or operational conditions.

Ketter (2010), Advocated the performance management arguing that a middle manager should execute the business strategies and motivate employees to attain aspired goals with the usage of performance management. To understand more about performance management, it is essential to know performance management cycle and performance management matrix: The Management cycle, Figure: 1.1 the management cycle, (Source: Armstrong 2006, P.17)

Armstrong (2006), **Performance management** is a systematic process of improving organizational performance by developing performance of an individual or a team. In wider sense getting better result from an individual or a team or from an organization by managing and understanding performance within an agreed framework of planned goals and standards and competence required for it". Performance management is a process that provides feedback, accountability, and documentation for performance outcomes. It helps employees to channel their talents toward organizational goals. To enables the management of employees, departments, and organizations to ensure that goals and objectives are being reached efficiently and effectively

Lockett (1992), Performance management aims at developing individuals with the required commitment and competence for working towards the shared meaningful objectives within an organizational framework. Beer and Rush (1976), Performance management is an innovative appraisal and development system. It is intended to be an improvement on the traditional performance appraisal system that is generally seen as subjective and plagued by varied problems.

T. V. Rao, Performance management involves thinking through various facets of performance, identifying critical dimensions of performance, planning, reviewing, and developing and enhancing performance and related competence.

According to Armstrong and Baron (1998), Performance Management is both a strategic and an integrated approach for delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals. Performance Management is an integrated activity that constitutes goal setting of the organization and the development of workforce. Performance Management activity is concerned not only with the performance of workforce but also concerned with the overall performance of the organization. It includes thinking through facets of employees' performance, identifying critical issues in performance management, planning, reviewing and improving performance of workforce. The present study has examined the current Performance Management system of selected manufacturing organizations situated in Pune. The present study has highlighted the perceptions of HR professionals about Performance Management and has also focused on the psychological barriers in the performance management system. Performance management is the current buzzword and is the need of the current times of cut throat competition and organizational battle for leadership.

According to Brumbrach (1988, cited in Armstrong, 2000), Performance can be actions as well as their consequences. Behaviors originate from a performer and convert performance from a concept to an act. Not just the instruments for results, behaviors are also outcomes in their own right - the product of mental and physical effort applied to tasks - and can be judged apart from the results.

Noe et al (2006). Performance management is "the process through which managers ensure that employees' activities and outputs are congruent with the organization's goals".

Beer and Ruh (1976). The concept of performance management has contributed a lot in the development Human Resource Management in the recent years.

V. RESEARCH METHODOLOGY

TITLE OF THE RESEARCH STUDY:

“A study of Employees performance management system with special reference GAIL”

DURATION OF THE RESEARCH STUDY:

This study was carried out for duration of 2 month.

Research Design

The research design of this study considering its objectives, scope & coverage was exploratory as well as descriptive in nature.

Research Method

Primary data:-

The primary data has been obtained from the selected employees & senior executive at various departments of GAIL Limited through circulation of the structured non-disguised questionnaire.

Secondary data

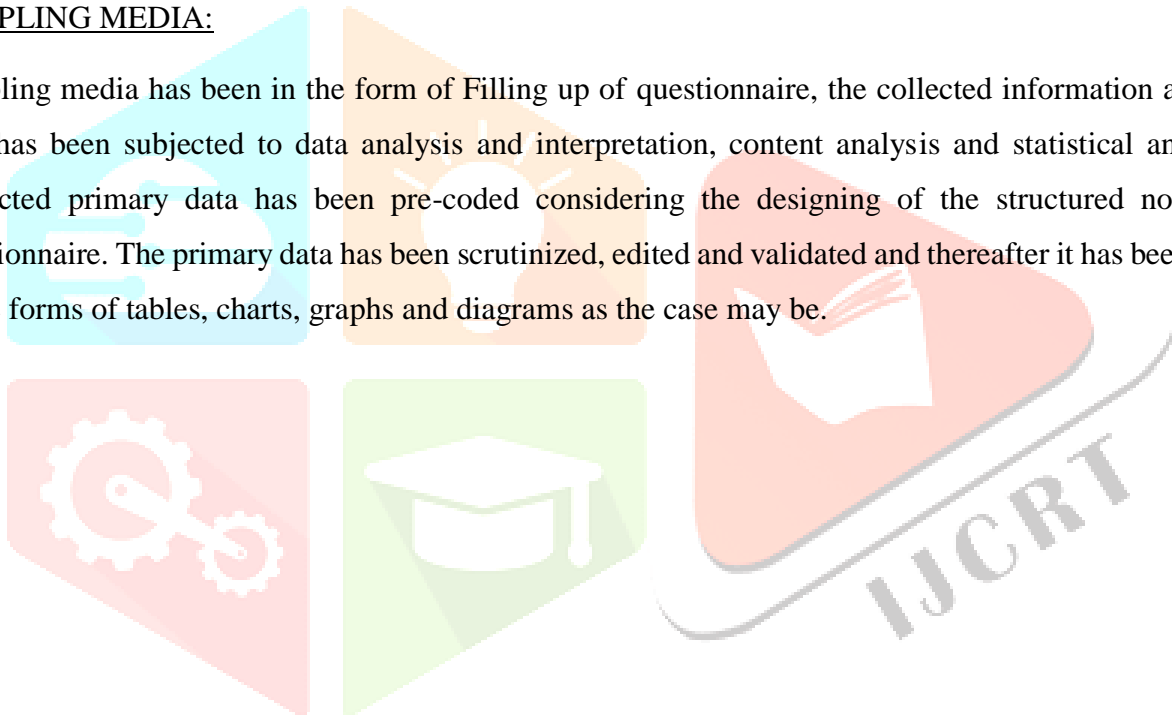
The secondary data has been obtained from published as well as unpublished literature on the topic and from Books, Journals, News Papers, Research Articles, Thesis, Websites, Magazines etc.,

Sampling size

Appropriate number of sample size was put to use for the purpose of collecting primary data from the selected employees of different departments and collect 35 responses of the GAIL Limited.

SAMPLING MEDIA:

Sampling media has been in the form of Filling up of questionnaire, the collected information and primary data has been subjected to data analysis and interpretation, content analysis and statistical analysis. The Collected primary data has been pre-coded considering the designing of the structured non-disguised questionnaire. The primary data has been scrutinized, edited and validated and thereafter it has been presented in the forms of tables, charts, graphs and diagrams as the case may be.

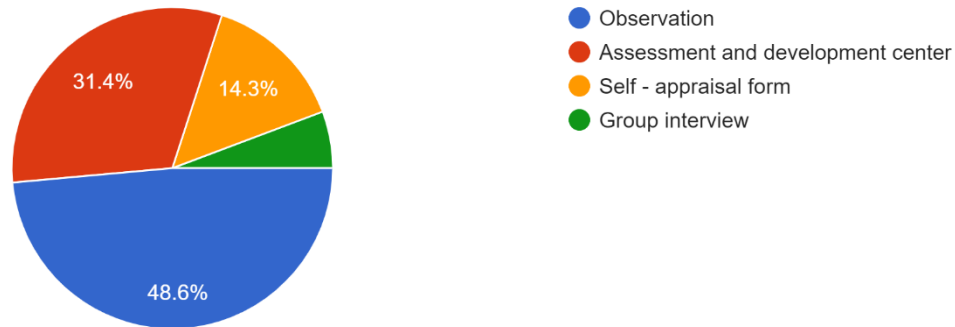


VI. DATA ANALYSIS:

35 responses were gathered for the study .out of 32 responses received, 15 were male 20 were female. Among them 96% respondents fall under the age group of 21 to 30 while rest fall under the age group of 31 to 40.

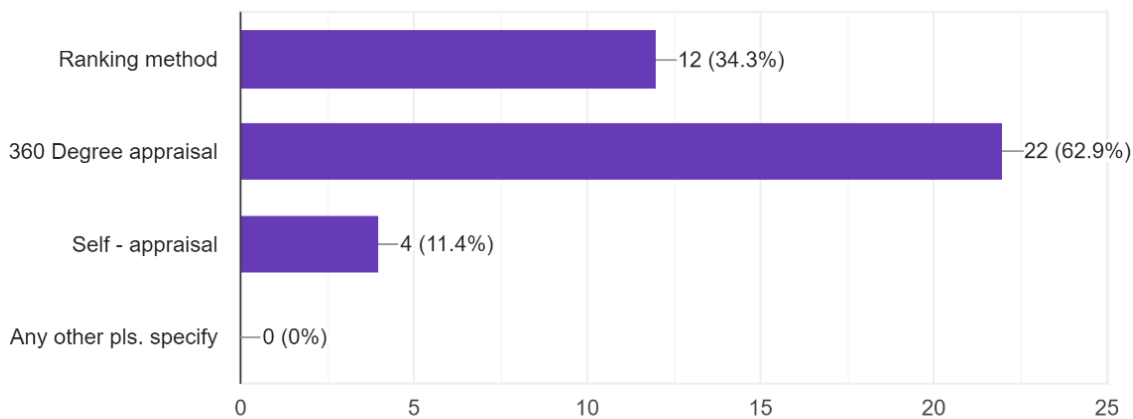
what are the techniques that are used in your organization for assessing performance?

35 responses



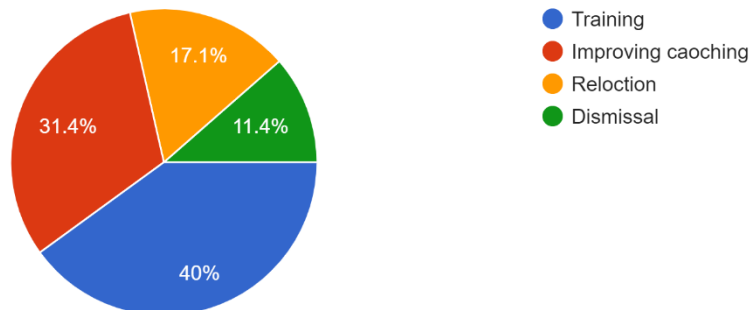
Please indicate which of the following methods of performance appraisal form a part of your system?

35 responses



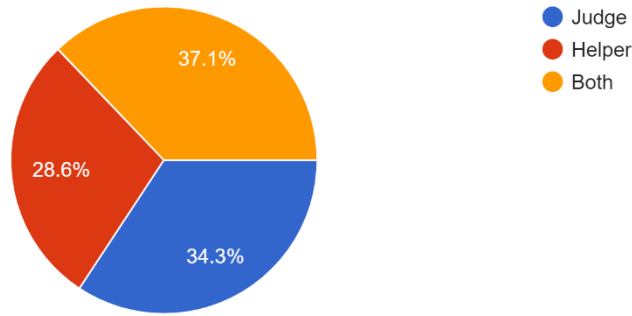
What do you do when you think you perform better?

35 responses



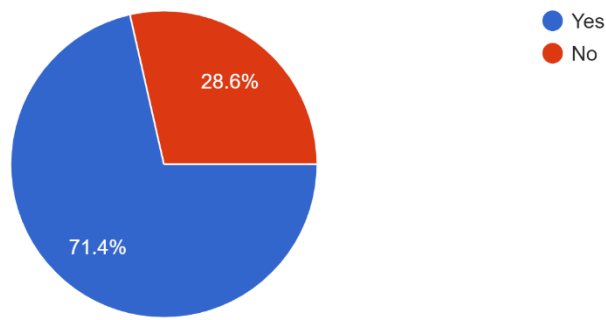
As an appraiser which role do you think you perform better?

35 responses



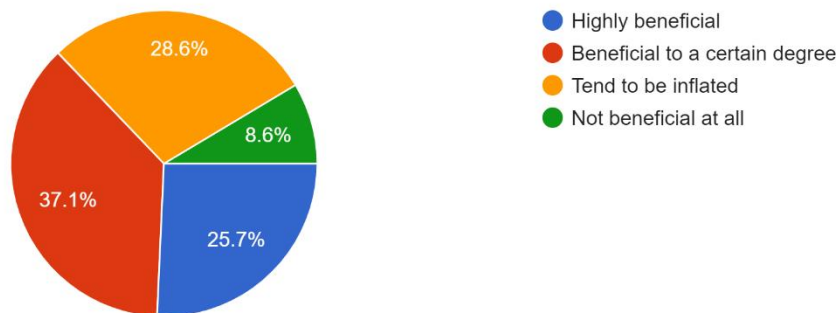
Do you believe that the entire process can be carried out objectively?

35 responses



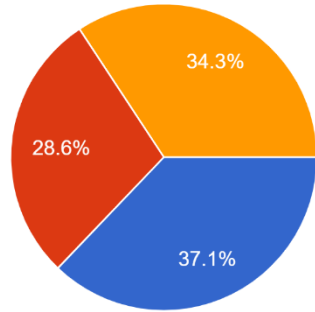
Your opinion on employees self - appraisal?

35 responses



What according to you would constitute psychological barriers to effective performance appraisal?

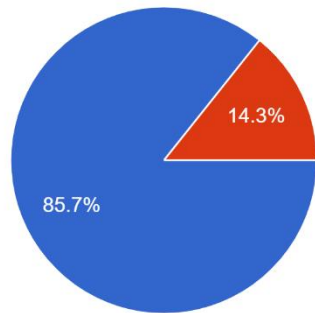
35 responses



- Feeling of insecurity
- Being too skeptical or modest
- Worrying that performance appraisal might cause resentment subordinates

Do you believe that linking rewards to performance would:

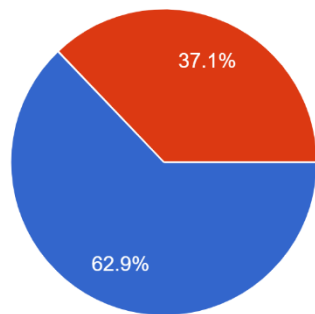
35 responses



- Motivate employees
- Compound problem

What do the trends suggest with regards to attrition during the post appraisal phase?

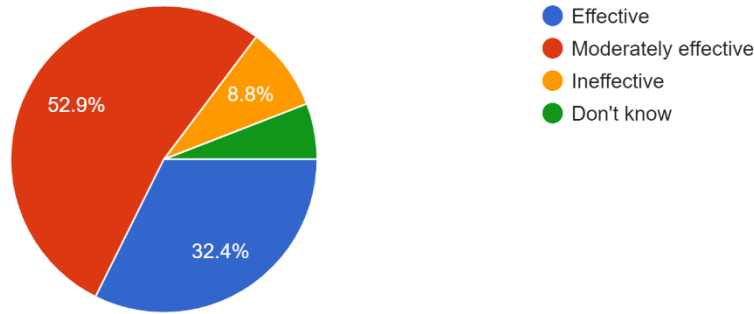
35 responses



- Increase in employees turnover
- Decrease in employees turnover

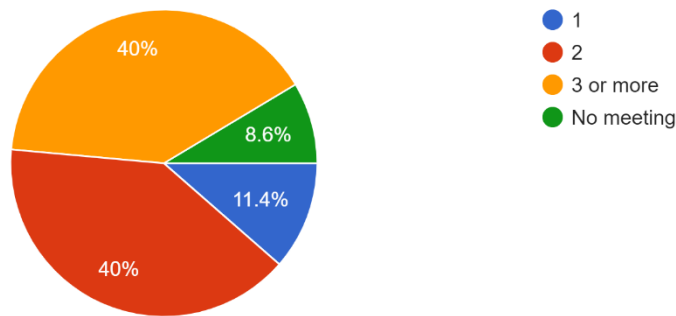
In general, how effective has your organization's performance management processes proved in improving overall performance?

34 responses



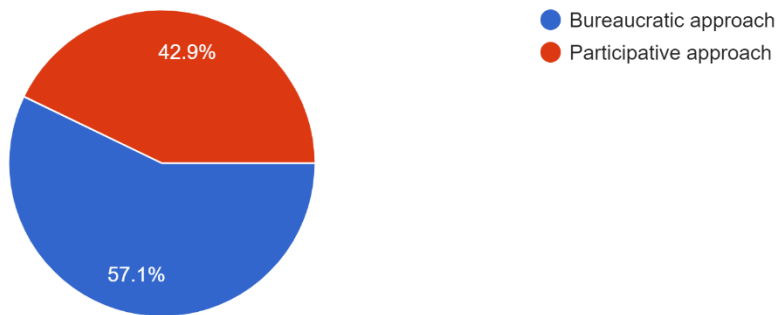
How many meeting is scheduled in a year to discuss employee performance?

35 responses



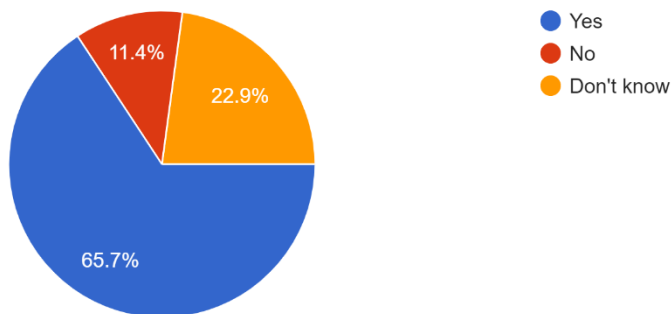
Which according to you would improve effectiveness of an organization's performance management process?

35 responses



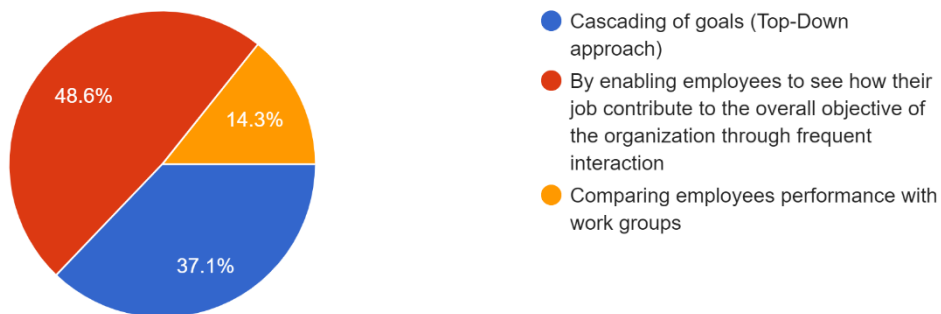
Are you going to suggest any charges to your performance management system in the next 12 month?

35 responses



How are individual, team and organizational objectives linked?

35 responses



VII. FINDING:

- All respondents have aware about the current performance management system.
- Majority HR professionals told they are comfortable with conducting performance review, but some of the HR professionals are not feel comfortable with conducting performance review,
- All HR professionals and majority of respondents told they are satisfied with current performance management system works well and no need to change.
- Majority of respondents are told the checklist techniques used in organization for assessing performance,
- Most of the respondents are believe m current performance management system improving their performance.
- Majority of HR professional are not satisfied that performance review techniques use in assess mg employee's performance
- Some HR professionals are told that performance review techniques more Impact on employee's performance, employee's incentive & morale, but some of them are not agree with that.
- Most of respondents told that increase productivity is major elements of business strategy at present.
- Very Most of the respondents told that performance management help to improving their performance.

VIII: CONCLUSION

- It is concluded from the survey that all respondents are aware about the current performance management system and does not need to change. Current performance management system works well and that improve the performance of the employee's,
- This study has shown that performance management is a comprehensive approach to planning and sustaining improvements in the performance of employees so as to meet the standards,
- Most of the HR professionals are not feel comfortable with conducting performance review. So create a trust in them about performance review techniques and maintaining good relationship with employee's for improvmg their performance and accomplishing goals & objectives of the organization.

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