

Effectiveness of Performance Management

Mrs.K.Vijaya Lakshmi
Assistant Professor, Department of MBA
Geethanjali College of Engineering
Hyderabad ,India

Abstract: Performance management is one in all the foremost researched areas within the domain of human resource management. In spite of all the efforts created by the organizations, the effectiveness of performance management system remains a gray space. The analysis results area unit inconsistent as way because the important success factors of PMS area unit involved, and thus can not be generalized. the current review tries to spot the important success factors of the effectiveness of performance management system and can report the inconsistencies within the performance management analysis results.

Index Term: Performance management, Effectiveness, critical success factors.

I. INTRODUCTION

Performance management may be a comprehensive method undertaken by organizations worldwide to enhance its employees' performance. In straightforward terms, performance management includes everything that's done to reinforce employees' performance. Performance appraisal is one amongst the key parts during this method and relates to measure side of performance. it's therefore necessary that usually it's misunderstood for performance management and used interchangeably with performance management. Performance management is compared to the money management of the organizations that may be a continuous method to manage the finances of the organization whereas the annual audit that appraises the money performance of the organization may be a yearly (periodic) event, is compared with the worker performance appraisal. Performance appraisal has been one amongst the foremost mentioned and studied unit of time functions worldwide. In most of the organizations, the performance appraisal may be a truth of life that is tough to handle nevertheless ineluctable. in an exceedingly country just like the United States of America, over eightieth of the organizations have performance management systems in situ, in ninetieth of cases, it doesn't satisfy the stakeholders significantly the appraises. Performance appraisals area unit thought-about to be one amongst the foremost tough tasks within the managers' job (Feldman, 1981).

Widespread attention has been paid to the role vie by performance management and it's been powerfully recommended that an efficient performance management will yield important positive advantages to the organizations.(Cascio,1982). Once the worker has been elect, trained and actuated, then he/she is appraised for his performance. Performance is that the step wherever the management finds out however effective it's been at hiring associated putting an worker. If any issues area unit known, steps area unit taken to speak with the staff and to remedy them.A "Performance Appraisal" may be a method of evaluating associate employee's performance of employment and in terms of its needs. Performance Management is that the method through that managers guarantee those employee's activities outputs contribute to the organization's goal. This method needs knowing what activities area unit desired, perceptive whether or not they occur, and providing feedback, managers, and staff meet expectations. within the course of providing feedback, managers and staff could determine performance and establish ways in which to resolve those issues. Performance.

An appraisal is a very important a part of performance management. In itself, it's not Performance Management, however it's one in every of the ranges of tools which will be wont to manage performance. as a result of it's most typically meted out by line Managers instead of unit of time Professionals, it's necessary that they perceive their role in Performance Management and the way performance appraisal contributes to the aims of Performance Management. however on the contrary with a scientific feedback system, the Manager will determine smart and dangerous performers. Performance Appraisal also can be taken mutually side of motivating applied in associate degree structure context. Job Performance is partly determined by the motivation to figure laborious. Voucher howl psychological feature theories instructed that, Performance = Ability x skill.

1.1 Objectives

Petrology is the study of properties such as strength, hardness, specific gravity of different rocks. Figure B1 shows the basic understanding of formation of the rocks. It can be observed that the formation of rocks is a cyclic phenomenon which includes cooling of magma to igneous rocks, further igneous rocks upon weathering leads to formations of sediments, after compaction and

cementation of these sediments further transforms to sedimentary rocks. Due to exposure to high temperature and pressure the sedimentary rocks are converted to metamorphic rock. Table A1 [14-16] is the result of the tests done on all the specimens listed. Hardness of the rock is taken on the basis of Mohs scale which in turn depends on the mineral presence in the rocks; it was observed that specific gravity (sp. gr.) of the rocks vary from 2.5 to 3.5 g/cm³ for rock forming minerals which is a bit different from ore forming minerals with sp. gr. > 3.5 g/cm³. The data obtained below gives a rough idea of compressive strength which has been found by conducting non-destructive testing on site using rebound hammer.

The present review takes stock of the situation as far as the effectiveness of PMS is concerned with review of available literature from 1972 to 2012. However, the review has its own limitations in terms of accessibility to the available literature. Research articles from various peer-reviewed scholarly journals have been reviewed apart from referring some books on the subject matter. The review identifies two categories of critical success factors of the effectiveness of PMS namely organizational factors and systemic Factors which are given in Annexure 1 and 2 respectively.

II. LITERATURE REVIEW

Mohammed A.H. (2012) while studying the efficacy of annual confidential report method of performance appraisal in public sector found that for the performance management to be effective, its validity, reliability and perceived fairness before and after rating are very important factors. Tung et al (2011), in their study to identify the factors influencing the performance measurement system, found that use of multi-dimensional performance measurement system is associated with two dimensions of the effectiveness of PMS (performance and staff-related outcomes). The results also revealed that the organizational factors like 'top management support' is found to be associated with performance-related outcomes and 'training' was associated with the staff-related outcomes.

2.1 Performance Appraisal

Performance appraisal is that the method of getting, Associate in Nursing analysis and record in data regarding the relative value of an worker. the main target of the performance appraisal is activity and up the particular performance of the worker and additionally the long run potential of the worker. Its aim is live what Associate in Nursing worker will. Definition:- "Alford Associate in Nursing Beatty- "A performance appraisal is that the analysis or appraisal of relative value to the corporate of man's services on his job Wayne Cascio- "Performance appraisal is that the systematic description of an employee's job-relevant strengths and weaknesses". Performance Appraisal method is incomplete while not the feedback given to the worker regarding his appraisal and his performance. however the approach of giving yet as receiving the feedback differs from person to person and therefore their approach of handling and the outlook towards the difficulty. per a well-liked language "A sure-fire Man's One World Health Organization will Lay A Firm Foundation Wit The Bricks Others Have Thrown At Him". Performance appraisal ought to give answers to big queries for each the worker and therefore the organization. "How well I am doing?" "How I am able to do better?" "How well square measure our workers doing separately and collectively?"

2.2 Objectives of the Research

This review provides United States with a really necessary realization that owing to poor geologic studies, there have been several instances in engineering science wherever the harm has been incurred not simply on the properties however on lives too. Studies on morphology offers an summary of the strength properties of the rocks that helps a engineer decide wherever and the way a rock should be utilized in constructions; equally the study of geologic structures like faults helps United States perceive the behaviour of faults beneath static loading condition. several examples in Structural earth science section of this Paper square measure galvanized from dams wherever the static loading of reservoir has finally resulted in movement in faults, that additional resulted in Associate in Nursing elicited earthquake. If correct geologic experiments/study would be disbursed within the locations, the placement of dams would be altered saving loss of properties and lives. The study of earth science and geophysical science ought to be created obligatory, in order that natural calamities may well be avoided to an excellent. Objectives of the Research

- To Study of Performance Management Systems in Larsen & Toubro
- To examine why an appraisal system is important.
- To study existing appraisal system.
- To find the expectation of appraiser and appraise.
- To determine the satisfaction level of the appraise.

2.3 Scope of the Study

- To help each employee understand more about their role and become clear abo their functions.

- To be instrumental in helping employees to better understand their strengths and weaknesses with respect to their role and functions in the organization.
- To help in identifying the developmental needs of employees, given their role and function.
- To increase mutuality between employees and their supervisors so that even employee feels happy to work with their supervisor and thereby contributes the maximum to the organization.
- To act as a mechanism for increasing communication between employees and their supervisors. In this way, each employee gets to know the expectations of their superior, and each superior also gets to know the difficulties of their subordinates and can try to solve them. Together, they can thus better accomplish their tasks.
- To provide an opportunity to each employee for self-reflection and individual goal setting, so that individually planned and monitored development takes place. To help employees internalize the culture, norms, and values of the organization thus developing an identity and commitment throughout the organization.
- To help prepare employees for higher responsibilities in the future by continuous . reinforcing the development of the behaviour and qualities required for higher-level positions in the organization.
- To be instrumental in creating a positive and healthy climate in the organization that drives employees to give their best while enjoying doing so.
- To assist in a variety of personnel decisions by periodically generating data regarding each employee.

III. RESEARCH METHODOLOGY

3.1 Research Design

What is the study about? The study is about defining Performance management system. Why is the study being made? Performance management system is critical for talent management. PMS is critical in strengthening employer expectations. A study is made to identify how strong PMS impacts key HR processes viz compensation and benefits, training and development, recruitment and selection. Where will the study be carried out? : This study will be carried out at L&T (EW AC). The sample will be drawn from all the departments. What type of data is required? : This study will require primary data and secondary data. Data collection will do by designing appropriate questionnaire and conducting semi-structured interviews.

3.2 Types of Data Collection

Primary Data "Primary data is that which is collected fresh and for the first time primary data is also called basic data or Original data." Through Questionnaire. Through Interaction with Employee. Secondary Data "Secondary data means data that which has been used previously for any research & now is use or the second time." Through Magazines Through Industrial Documents' Through Website Of Industry. Total Population is 100 , Sample Size is 56, Analysis Technique Random Sampling and Questionnaire technique selected by the researcher to collect the data from the respondent .Data Presentation is PIE CHART

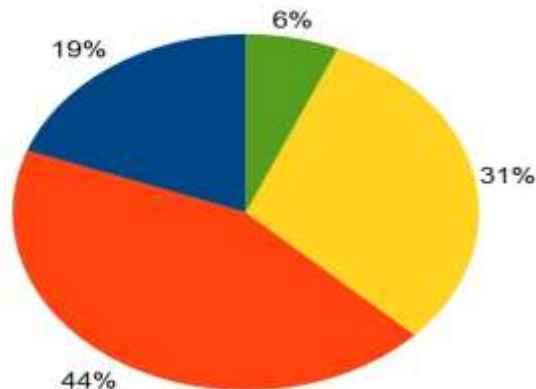


Fig 1.1 Pie Chart

3.3 Findings

- Finding is on the base of data collection and interpretation present in chapter 7 "Data Analysis & Interpretation"
- 44% employee's opinion about P.A. systems are conducted only salary administration and benefits.
- 30% employee's averagely satisfied with P.A. systems. The company conducted P.A. once in a year.
- 32% employees are unknown about objectives of P.A.
- Biases are arises in P.M.S. Performance Appraisal.
- 100% employees say that they are not given a chance to rate their own performance.
- Management followed the new P.A, system i.e. MBO. The respondents are satisfied with MBO.

3.3.1 Following Methods are Use in Ewac

- Goal Deployment
- Organization Thrust Areas
- Key Result Areas
- Goal deployment through X MATRIX.
- X MATRIX as a base for PMS (L&T - MIPD)

3.4 Limitations Of The Study

The research was conducted within the scope defined. In spite of that the research was bounded

- Each and every department is not covered because of random sampling.
- Lack of participation in PMS due to confidentiality of the data.

3.4.1 Suggestion & Recommendation

For creating a vibrant workplace that attracts, retains, and promotes talented employees and at the same time discourages non-performance organization needs to have

- The company should conduct P.A. for the purpose of promotion and training of the employees.
- The company should fix the proper objectives of P.A.
- The company should adopt a new method as well as traditional methods of P.A.
- The company should be conducting P.A. quarterly in a year. Training should be given on the basis of P.A.
- The company should implement the self-appraisal.
- The company should be maintaining the transparency of P.A.
- The company should be, maintaining the communication between management and employees.
- Build more trust in the system.

IV. CONCLUSION

Performance Appraisal is a systematic means of ensuring that Manager's and staff meet regularly to discuss past and present performance issues and to agree what future is appropriate on both sides. L&T implemented the new performance method- robust system. From the survey results, it's evident that both the appraiser and appraisers expectation from the Performance appraisal system is the same i.e. "Determination of Promotion or Transfer" and "Salary Administration and Benefits". Hence a single performance appraisal system can satisfy needs of both the Appraiser and appraise. Therefore the Performance appraisal program would be designed in such a way that the appraiser would be able to analyze the contribution of the employee to the organization periodically and all the employees who have been performing well would be rewarded suitably either by an increase in the salary or a promotion.

Through this, the appraiser can also motivate the employees who felt that they had no growth in the organization and serves the purpose of employee development. Thus performance appraisals can be used as a significant tool.

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AUTHOR BIOGRAPHY



Mrs. Kollaparthy Vijaya Lakshmi, obtained B.Sc degree from Osmania University, Hyderabad. She received MBA degree from JNTUH Hyderabad. Presently She is working as an Assistant professor in the Department of MBA, Geethanjali College of Engineering and Technology, Hyderabad . She is a life Member of MIAENG & MUACE . Her areas of research interest is Human Resources.