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THE SIGNIFICANCE OF PERFORMANCE MANAGEMENT IN WORK DIMENSIONS

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ABSTRACT

The present investigation of the study is to examine the significance of performance management in work dimensions of employees in electronic based manufacturing sector. It emphasize that importance of performance management in work dimensions of employees based on various categories such as experience, technical and non technical and manager and executive. The sample consists of 115 employees. The performance management questionnaire was developed by team for the investigation of the study. The means, SDs and the mean difference were employed for the investigation of the study. The results shows that the performance management of employees differed based on the experience and managerial level of the employees. But no significance in performance management of employees based on types of department.

KEYWORDS

Performance management; work dimensions; manufacturing sector

INTRODUCTION

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like human or people, machines, materials and money. All these resources are important but out of these the manpower is the most important. Employees are performing different jobs in an organization depending upon the nature of the organization. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so. Finally the company may take the lead the market and grab the opportunities available in the market. Performance management ensures that managers effectively manage the people they are responsible for and in line with organizational objectives and goals. According to Armstrong and Baron (1998), Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals. The total quality management programs receive utmost importance for achievement of superior standards and quality performance. Tools such as job design, leadership development, training and reward system received an equal impetus along with the traditional performance appraisal process in the new comprehensive and a much wider framework. Performance management is an ongoing communication process which is carried between the supervisors and the employees through out the year. The process is very much cyclical and continuous in nature. A performance management process sets the platform for rewarding excellence by aligning individual employee accomplishments with the organization's mission and objectives and making the employee and the organization understand the importance of a specific job in realizing outcomes. By establishing clear performance expectations which includes results, actions and behaviors, it helps the employees in understanding what exactly is expected out of their jobs and setting of standards help in eliminating those jobs which are of no use any longer. Through regular feedback and coaching, it provides an advantage of diagnosing the problems at an early stage and taking corrective actions. Landy et al (1983) states that the measurements of an employee's performance allow for relational Administrative decisions at the individual employee level and the organization to tell the employee something about their rates of growth their Competencies and their potential. If companies want employees to put their trust in a performance management system, they must do more than merely ensure that workers understand how their performance will be appraised. People are motivated by emotion as much or more than by reason, research has shown. And Gallup (2010) has found that performance increases when employees' emotional needs are met, including their needs for care, recognition, development, and the opportunity to do what they do best. By recognizing some of the underlying emotions associated with performance management systems, managers and executives can begin to address the rational and emotional concerns that employees have with a system. For example, rational concerns, such as a gap in communication or alignment issues, are easier to remedy when a team is engaged. According to Simeka management consulting (2004) et al a Performance management system is an authoritative framework for managing employee performance that includes a policy framework as well as a framework relating to all aspects and elements in the performance cycle, including performance planning and agreement, performance monitoring, review and control, performance appraisal and moderating, and managing the outcome of appraisals. According to Amos et al. (2008) a Performance management system is also a process that begins by translating overall institutional objectives into clear individual objectives that will be set as targets for individual employees on a quarterly or annual basis. According to B. Sripirabaa et al (2009) states that indicated that partnering has a negative significant impact on: the functions of the performance management system; and alignment. Financial support has a negative impact on alignment, whereas the performance management system's overall function has a significant positive impact on alignment. Likewise, financial support has positive significant impact on the performance management system's functions. In 2010, Gallup entertained employees in several different industries across India for their opinions on various aspects of performance management systems and found that Indian employees, especially those with three to 10 years of experience with an organization, strongly feel that most performance management systems are not capable of distinguishing superior performance.

In the light of above mentioned views the present investigation of study to examine the performance management of the employees which can be improved by determining the need for training & development and by providing the same to them and it helps to find out satisfaction level and transparency of the performance management system. It also helps to analyze the employee's perception about the organizational climate.

After thorough evaluation and understanding of various authors views, in the light of their views, the following hypotheses were framed for the investigation of the study.

1. The employees those who have above 4 years length of service have more performance management in work dimensions than employees who have below 4 years length of service.
2. The employees who are working in technical department have more performance management in work dimensions than employees who are working in non technical department.
3. The managers have more performance management in work dimensions than executives, working in manufacturing sector.

RESEARCH METHODOLOGY

SAMPLE

The sample consists of 115 In-house employees of electronic based manufacturing industry for the investigation of the study. The simple randomized sample technique is adopted for choosing the sample. The distribution of sample can be done through the various departments of electronic based manufacturing industry such as Administration, production, customer support, research & development.

INSTRUMENTS USED

The performance management questionnaire consists of 18 items to be responded on a 4 point scale from strongly agree to strongly disagree. A response on strongly agree is given a numerical value 4, agree 3, disagree 2, strongly disagree 1 respectively. The maximum and minimum possible scores on this scale are 72-18 respectively. This questionnaire was discharged by our team for project work.

RESULTS AND DISCUSSIONS

RESULTS:The scores of means, SDs and Mean difference of the employees having the length of service above 4 years and the employees having the length of service below 4 years with regard to performance management in work dimensions, presented in table.1.

Table-1 presents the means, SDs and Mean difference of the employees having the length of service above 4 years and the employees having the length of service below 4 years.

TABLE 1

	Employees' Length of service 0-4 years	Employees' Length of service 4 and above
N	51	64
Mean	53.49	56.77
SD	7.53	7.11
t 2.39 *		

* Significant at 0.05

In the analysis, the t-test was employed to find out the significance difference with regard to performance management in work dimensions between the employees who have above 4 years length of service and the employees who have below 4 years length of service. The mean difference is 2.39, significant at 0.05 levels. It can be said that there is significant difference with regard to performance management between employees who have above 4 years length of service and employees who have below 4 years length of service.

Based on the result obtained , the 1st hypothesis which predicted that "The employees who have above 4 years length of service have more performance management in work dimensions than employees who have below 4 years length of service." , is accepted as warranted by the results.

DISCUSSION:performance management certain work dimensions is in very simple and in other ways very complex. It consists of lots of parts and requires some skills. But if employees approach it with the proper mindset, they can make it work and pay great benefits.

It means that most performance management systems are not capable of personal superior performance. Employees, those having the less experience need regular, specific feedback on their performances; they need to know where they better and where they could improve. Performance management is a good way to exploit the knowledge, skills and experience of employees. Employees do the work every day. They closest to the action .often they know better than manager how to fix things. Basically the employees after becoming expertise in their particular work, they can manage their performance effectively through their work experiences. Sothat, the employees having more experience have the high performance management than the employees having low experience. Most of the less experience employees are unaware of the parameters which are taken in to consideration while appraising the performance. However, the employees having less experience agreed that criterion for performance appraisal is not well established and does not communicate transparently to them.

The employees in electronic based manufacturing industry after completion of their work in particular department for a particular period of time used to shift from one department to another department (job rotation). Employees feel that job rotation is become imperative and also burden to them, because they don't have any permanent department and permanent designation. This is also one of the causative factors of low performance management relating to work dimensions in the employees having less experience.

Based on the result obtained , the 1st hypothesis which predicted that "The employees who have above 4 years length of service have more performance management than employees who have below 4 years length of service." , is accepted as warranted by the results.

RESULTS: The scores of Means, SDs and Mean difference (t-test value) of performance management in work dimensions of employees working in technical department and employees working non technical department, presented in table-2.

Table-2 presents scores of the Means, SDs and Mean difference of performance management in work dimensions of employees working in technical department and employees working non technical department.

TABLE 2

	Employees	
	Technical department	Non technical department
N	56	59
Mean	54.04	56.63
SD	6.41	8.27
t 1.87 @		

@ Not significant

In the analysis, the t- test was employed to find out the significance difference with regard to performance management in work dimensions between employees working in technical department and non technical department. The result indicate that the mean difference is 1.87, at not significant. It can be said that there is no significant difference with regard to performance management in work dimensions among employees working in technical department and non technical department.

Based on obtained results, the 2nd hypothesis which assumes that "The employees who are working in technical department have more performance management in work dimensions than employees who are working in non technical department" is not accepted as unwarranted by the results.

DISCUSSION:By establishing clear performance expectations which includes results, actions and behaviors, performance management helps the employees in understanding what exactly is expected out of their jobs and setting of standards help in eliminating those jobs which are of no use any longer. Based on the

type of department working the performance of employee does not affect. Whatever it may be the department weather it may be technical or non technical doesn't matter, the way of performing the activities or how they are performing matters here in manufacturing sector.

Irrespective of department, every employee should be educated about the performance management and its importance. Feedback must provide continuously to the employees after completion of their task. Performance of the employee depends on not only knowledge, skills, attitudes of employees but also on policies, procedures adopted by the organization. So, organizations should concern about the employees while adopting the new policies and procedures. Organizations should provide adequate resources and tools required to both technical and non technical employees for their ultimate performance.

Training and development plays very important role in performance management of every employee. Irrespective of their department employee, must provides with proper training in their lagging areas. Employee must always update with according to changing technology. Designing effective compensation and reward systems for recognizing those employees who excel in their jobs by achieving the set of standards in accordance with the performance plans.

Based on obtained results, the 2nd hypothesis which assumes that "The employees who are working in technical department have more performance management than employees who are working in non technical department" is not accepted as unwarranted by the results.

RESULTS: The scores of Means, SDs and Mean difference (t-test value) of performance management in work dimensions among managers and executives, presents table-3.

Table-3 presents the scores of Means, SDs and Mean difference (t-test value) of performance management in work dimensions among managers and executives.

TABLE 3

	Managers	Executives
N	29	86
MEAN	52.66	55.99
SD	5.49	7.37
t	2.33*	

*significant at 0.05

In the analysis, the t-test was employed to find out the significance difference with regard to performance management in work dimensions between the managers and executives. The mean difference is 2.33, significant at 0.05 levels. It can be said that there is significant difference with regard to performance management in work dimensions between managers and employees.

Based on the result obtained, the 3rd hypotheses is which predicted that "The managers have more performance management in work dimensions than executives, working in software manufacturing industry", is accepted as warranted by the results.

DISCUSSION: performance management ensures that manager and the subordinates are aware of what needs to be done to improve performance. It provides feedback so that people know where they stand, where they ought to be going to get there. Managers are basic human elements to gratify the needs in terms of physical, psychological and social etc. Being a manager would manage his/her performance effectively in order to achieve the goals of the organization. Executive performance may influence by various factors such as lack of close association with policies and procedures, communication barriers with managers etc.

Managers act as a bridge between low level employees (executives) and top level management. The management must discuss about the obstacles faced by executives regarding performance related issues to top level management. So that, there is a chance to enhance performance of executives. Most of the executives feel that management should check ground reality while making policies. Executives training should always be innovative and should create spark and curiosity towards job. Interactive sessions between managers and executives enable the executives to remove their obstacles and leads to better performance of the executives.

Based on the result obtained, the 3rd hypotheses is which predicted that "The managers have more performance management in work dimensions than executives, working in manufacturing sector", is accepted as warranted by the results.

CONCLUSIONS

1. The employees who have above 4 years length of service have more performance management in work dimensions than employees who have below 4 years length of service.
2. There is no significance difference with regard to performance management in work dimensions among employees who are working in technical department and employees who are working in non technical department.
3. The managers have more performance management in work dimensions than executives, working in manufacturing sector.

IMPLICATIONS

For all work dimensions

1. Performance management will be extended by management. In this regard should design effective corrective steps in all performance parameters, in which, might not be take place inherent defects and external errors.
2. To aware of the significance of competency and performance levels of employees and its effectives, based on those might have training programs.
3. To promote the sense of partnership and ownership in the employees.
4. To design the quality circles relationship to all work dimensions of performance management to pursue.

ACKNOWLEDGEMENT

We are thankful to K.AMRUTA, R.AJAY, R.RAVALI, MD.SHABNAZ, ANUSHA who provide their valuable suggestions and information to our study. We are thankful to my friends who provide their encouragement for doing this research paper.

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