

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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**PERFORMANCE MANAGEMENT AND ITS EFFECT ON ORGANISATIONAL SUSTAINABILITY**

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**ABSTRACT**

*Today's Corporate Environment in any country is emphasizing on the health of human resources employed in their Organizations. Organizations have realised that they can achieve sustainable competitive advantage and wealth maximisation by inculcating in people the Organizational identity. They are motivated through different dimensions to make them feel that the Organisation belongs to them. One of those motivational techniques which enhances employees satisfaction and retention is Performance Management. Performance Management provides Feedback, Accountability and Documentation of Performance Outcomes. It is the supervision of Employees and Departments to ensure that goals and objectives are met efficiently. It is a process of Communication that occurs between Supervisor and Employee throughout the year to ensure that goals and objectives of the organization. The key elements in Performance Management are Planning & Expectation Setting, Monitoring, Development & Improvement, Periodic Rating and Rewards & Compensation. The above Key elements creates a work environment or setting in which people are enabled to perform to the best of their abilities. Thus, Performance management is a continual process, not something that occurs only annually. Effective performance management will be a key to ensuring that design efforts in areas like compensation are successfully supported and implemented. It helps a lot in achieving the objectives of HRM. It includes all those activities to ensure that goals are consistently being met in an effective and efficient manner. It focuses on performance of the organization, a department, processes to build a product or service, employees etc.*

**KEYWORDS**

performance management, sustainable competitive advantages, motivational techniques.

**JEL CODE**

M50, M59, J28, J29.

**INTRODUCTION**

The Research Paper is titled "**Performance Management**" and its effect on organisational sustainability.

The role of HR in the present scenario has undergone a sea change. Change Management is the Mantra of the day and there is a focus on developing various functional strategies where HR and Corporate strategies are in its best alignment.

Today, all the major activities of HR are driven towards development of high performance leaders and fostering employee motivation. Several Concepts Such as "**Business Process Reengineering**" "**Total Quality Management**", "**Down Sizing**", "**Continuous growth of business**" have been introduced in Organizations to have sustained growth of business. These Concepts are used as tools for improving the efficiency of human factor and thus have a sustained growth. Every business or non-business enterprises are adopting innovative management practices to strengthen the human resources at work.

Performance management is the current buzzword and is the need in the current times of cut throat competition and the organizational battle for leadership. **Performance management is a much broader and a complicated function of HR.**

**OBJECTIVES OF THE STUDY**

1. To analyse the impact of Performance Management on Individual and Organisational Performance.
2. To help employees identify knowledge and skills required to improve their performance standards.
3. To enhance employees' performance by initiating an effective reward structure and encouraging employee empowerment.
4. Identifying and removing barriers to communication which hinders the relationship between various stakeholders of the organisation.
5. Developing a system which includes constant monitoring, coaching and interventions which leads to career growth of employees and their satisfaction and retention.

**NEED FOR THE STUDY**

1. Performance Management system enables, empowers and facilitates the development of staff members.
2. Performance management is a strategic tool and is holistic in nature.
3. PM enhances quality of relationship between employees and creates an environment which is conducive for learning and growing.
4. It helps in grooming competencies of employees and gives hope to a new coined term Talent Management.

**REVIEW OF LITERATURE**

- Article on "**Effect of Performance Management on Employees wellbeing via perceived job control**" by Hooria Sattar, School of Business Administration, National College of Business Administration and Economics, Gulberg, Lahore (**Human Resource Research, ISSN 2392-9150, 2018, Vol.2, No.1**) focussed on influence of Performance Management Practices and its effect on employees well being via perceived job control.
- Article on **Performance Management System: A Strategic Tool for Human Resource Management** by Dr. Sameeksha Jain, Vidya School of Business Management, Meerut. The Research paper focussed on new developments in the field of HRM and shows that Performance Management System acts as a strategic tool which helps the employees to achieve their ambitions and organizations to achieve their Key Financial goals.
- Article on "**Digitisation of Performance Management**" by Rajesh Padmanabhan Director and Group CHRO, Welspun Group focussed on technological innovation in the field of Performance Management System. Digitization helps management processes and leads to strategic development of a growing enterprise. Tools that are driven by technology ease a manager's evaluation process and help employees become active participants in their review sessions.

**RESEARCH METHODOLOGY****DATA COLLECTION**

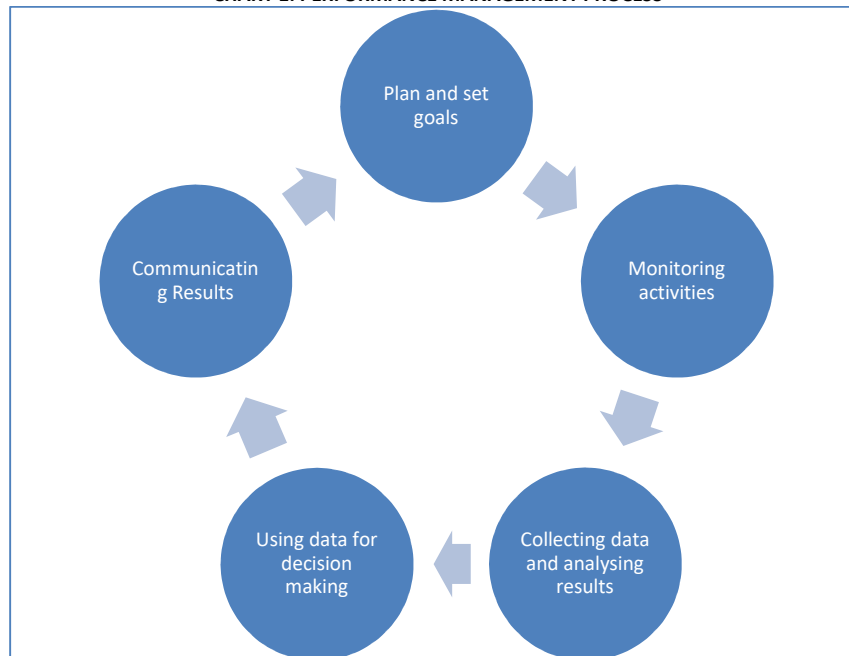
Secondary data collection is the methodology adopted to write a research paper where most information is obtained from various scholarly articles, previous researches done from many experts and online research publications.

**DISCUSSION****DATA COLLECTED WHICH SUPPORTS THE TITLE OF THE STUDY****History**

The term performance management gained its popularity in early 1980's when Total quality programs received 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.

**Definition**

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.

**CHART 1: PERFORMANCE MANAGEMENT PROCESS****Performance Management Process includes the following steps:**

- Plan and set actions:-** HR Managers should prepare proper job descriptions and recruitment plans for the purpose of recruiting potential candidates for the organisation. The candidates recruited should meet the position requirements and culture of the organisation. Once the right person is selected the HR manager should discuss with the potential candidates the expectations and set achievement goals.
- Monitoring activities:-** It's important to take time to discuss goals and responsibilities when an employee first starts, and equally important part of the performance management process is to continually check in with workers. Rather than limiting this check-in to an annual performance review, managers should incorporate more informal, ongoing feedback conversations to monitor progress and address challenges.
- Collecting data and analysing results:-** Data is collected with the help of well-defined questionnaires. Questionnaire is analysed on the basis of various parameters and results are carefully analysed.
- Using data for taking decisions:-** The decisions will be completely based on data collected and analysed.
- Communicating the decisions:-** The decisions should be communicated through a proper channel. Feedback is specific information provided to the employee that communicates how the employee's behaviour is affecting the workplace. Feedback can be factual (based on observations of the employee's behaviour and its resulting consequences) or emotional (based on how other people react to the employee's behaviour). Ideally, both types of feedback should be shared with the employee in a feedback meeting. Positive feedback involves telling an employee about good performance. Make this type of feedback timely, specific, and frequent as recognition for effective performance is a powerful motivator. Constructive feedback alerts an employee to areas in need of improvement. Feedback should be descriptive, detailed, and focused on the action, not the person. The main purpose is to help people understand where they stand in relation to the expected performance and behaviours. If an employee is not meeting performance expectations, HR manager should provide constructive and Positive feedback.

**Performance Management Tools:-** There are certain Key Indicators which help in analysing Performance of Employees in an Organisation. These indicators are technically called KPIs are Key Performance Indicators.

The Key Performance indicators and metrics are as follows:

- Performance appraisals.
- 360 degree feedback.
- Management by objectives (MBO)
- Performance management frameworks.
- Reward and recognition programmes.
- Personal development plans (PDP)
- E-PMS

**The above concepts are explained in brief:-**

- **Performance Appraisal:-** A performance appraisal, also referred to as a Performance review, Performance evaluation, Development discussion, or Employee appraisal is a method by which the job performance of an employee is documented and evaluated.
- **360 degree Feedback:-** A 360-degree feedback is a process through which feedback from an employee's subordinates, colleagues, and supervisor, as well as a self-evaluation by the employee themselves is gathered.
- **Management By Objectives:-** It is also referred to as MBO. Management by Objectives (MBO) is a principle or practice of management that empowers employees. Employees take part in goal setting process and is more Participative in nature. It involves the following steps:-

- a. Set the objectives.
  - b. Evaluate the Performance of the employees in line with objectives.
  - c. Find the gap between Objectives and Performance.
  - d. Initiate Action if there is a deviation by giving further training or else Reward the employee.
- **Performance Management Frameworks:-** It involves Performance measurement systems and processes which helps the Organisation in managing people.
  - **Reward and recognition programmes:-** Communication between management and employees which rewards them for reaching specific goals or producing high quality results in the workplace. Recognizing or honoring employees for this level of service is meant to encourage repeat actions, through reinforcing the behavior the organisation would like to see repeated.
  - **Personal Development Plan:-** Personal Development Planning is a structured process of creating an action plan based on individual's learning, performance & achievements, to plan for his personal, professional and educational development. Personal development is a lifelong process. It is a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realise and maximise their potential. It leads to Employee Empowerment.
  - **E-PMS: E-PMS** is a recent development in the field of HRM. It has evolved itself in the field of Technology Innovations. It is a part of E-HRM or Human Resources Information Systems(HRIS). With the help of E-PMS, it becomes possible for Organisations to integrate strategies, policies, and practices with the Performance Management Process. E-PMS is a IT based tool which has made Performance reviews more easier. It has replaced the traditional PMS.

## FINDINGS

1. Performance Management system is a strategic tool which helps the organisation to identify their employees better.
2. It provides a platform for the employees to introspect themselves and help them learn and grow. This system was very narrow at the outset and has now contributed to the field of research.
3. An Article on Digitization of Performance Management System provides us knowledge regarding the influence of technology in PMS. It replaces traditional approach in appraising the performance of employees with much ease.
4. PMS has grown into a sophisticated model that helps the organisation to handle present and future challenges in an effective manner.
5. It provides a unique platform to cater the needs of the employees and motivate them to contribute to the organisational goals and build a stronger and knowledgeable society

The above Performance Management indicators helps the firm to identify their stakeholders and train them to be effective assets of the organisation.

## CONCLUSIONS

In conclusion, the Performance Management System intends to implement and enable to satisfy the expectations of its stakeholders in the long run. The firm will follow all important phases that are related to the new strategy to ensure the system is aligned to the long term vision of the organization. Performance Management Systems implemented by the firm will focus on opening up decision making processes to enable employees to develop their professional skills in the long term. This results in employees contributing to the long term success of the organisation by proposing valuable ideas which will improve the wellbeing of the employees. Appraisal systems and new developments in the field of PMS which the organisation will use encourage the employees to attain good results in their respective workstations.

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