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## PERFORMANCE MANAGEMENT SYSTEM IN TELECOM INDUSTRY: COMPARISON OF INDIAN PUBLIC AND PRIVATE SECTOR UNDERTAKINGS

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### ABSTRACT

*Gone are the days when the HR activities were confined to few traditional functions and HR department was supposed to perform only recruitment and selection, preparing salary sheets and calculating provident fund, organizing training and conducting annual appraisal of employees. The role and functions of HR in the today's organizations have taken a paradigm shift. Nowadays the functions of HR are aligned with the corporate functions and strategies with a holistic approach which focus on the advancement of functional strategies designed for an overall corporate growth and development. This is just to get optimum results through improving the performance of employees on the whole. Performance management system has become a key constituent to raise employee motivation and to enhance employee's performance. It generates optimum performance by setting the proper job expectations and setting clear and achievable objectives. Performance management is not only about providing an annual performance review for each employee rather it is about to identify strengths and weaknesses in the employee's performance so that they can be motivated to work more productively and efficiently by overcoming their weaknesses. As a result, there is a need of an effective performance management system in every organization to gain edge in today's competitive scenario. However, there is a difference in the mechanism of public and private sector organizations. The present study focuses on comparing the performance management practices at telecommunication organizations in public and private sector. Data has been collected through a well-designed questionnaire from employees each BSNL (public sector) and AIRTEL (private sector).*

### KEYWORDS

performance management, performance planning, performance review, human resource, corporate objectives.

### 1. INTRODUCTION

 One of the biggest challenges which the organizations are facing today is how to manage the performance of employees efficiently. Performance management systems in most organizations focus only on the results of behaviour while actually employees are evaluated on how things get done. An organization should have a performance management system that needs to establish job descriptions which are results-oriented and support mechanisms that enables managers to give honest review about the performance of employees. Performance Management entirely depends upon the management's commitment, employee's competence and clarity of performance. If managed well through a well-planned reward system and feedback mechanism, a performance management system can prove to be an important tool for employee motivation and development.

Performance Management is a shared process between managers and individuals, based on the principles of an agreed contract rather than top down task directives. It involves agreement on objectives, knowledge, skills and competency requirements to do the work and supported by development plans to close agreed gaps. It involves a joint and continuing dialogue that constantly reviews and improves the contract between the individual and the manager. It is an integrating process linking corporate, functional, team and individual objectives in a partnership approach. It is not handed down or 'done' to people by superiors and neither is it an imposed HR chore. It is about the actions that people take to deliver day-to-day results and manage performance in themselves and others. It is about an understanding of what high performance and competence looks like and what those subjects are about in any given organisation. It is an approach to managing and developing people. Ultimately Performance Management is about the success of individuals in their jobs, making best use of their abilities, realising their full potential and ensuring their alignment to the corporate agenda, therefore maximising their contribution to the success of the organisation. Various researches and developments suggest that management actions have different outcomes in public and private organizations so as the impact of implementation of performance management system. Moreover, it becomes quite challenging for a telecommunication organization to retain a successful operational system and practices in the highly competitive environment. A good performance management system proved to be a good management technique for attracting and retaining the best talent in the organization.

### 2. LITERATURE REVIEW

While reviewing literature, it can be seen that performance management is highly important to both employer and employee. It is important for the employer to understand how the employees contribute to the achievement of the overall objectives of the organization. For the employee, the performance management process grants transparency over the performance provides a background for documenting performance issues and can be used to consider future career development requirements.

Schraeder & Jordan (2011) argued that in order to improve the overall effectiveness of performance management programs, the key performance expectations should be clearly defined in employee's job descriptions and should be expressed in the methods used to measure performance. They both argued that the idea is to express the expectations clearly about the tasks to be performed in employee job descriptions and then measure them as a component of the PMS. Hence, it generates a direct link between job descriptions and employee's performance plans. However, the most common challenge is to regularly update job descriptions Armstrong, 2009 emphasized that the performance management system enables the organization to know how the employees perform, discovering those who add most and those who add least value to the organization. It allows the organization to undertake a thorough assessment of the training and development needs of its employees and set development plans and gives the opportunity of using the results of the performance management process to shape an individual's remuneration.

According to Pulakos (2009) during the beginning of the performance management cycle, it is important to discuss the performance expectations with the employees including both about the Behaviours they are expected to show and the results they are expected to attain during the upcoming rating cycle. Behaviour is important because it reflects how an employee goes about getting the job done, how they supports the team, communicate, mentor others etc. There are certain employees who may achieve exceptional results but are extremely difficult to work with, unhelpful or show unacceptable Behaviour at work. Because such Behaviours can be extremely disruptive, Behaviour is important to consider in most work situations. On the contrary, there can be an employee who is extremely helpful, considerate and interpersonally very effective, yet not able to achieve any important results.



According to De Waal, 2006, in a performance review, a proper assessment and review of performance over a time period takes place. This phase includes an employee's achievements, growth and difficulties while performing requiring revision upon performance agreement and personal development plan. Organizations show a deep interest in developing such strategies that helps them to progress and enhance their output and competence. However, the time and the cost of implementing these strategies are insignificant unless they are continuously reviewed.

Holland, 2006 stated that in spite of the popularity of performance management systems, lots of studies shows the result that the organizations are not able to manage the performance of employees well. Only three in ten employees believe that their organization's performance review system actually help them to make their performance.

Franco and Bourne (2003, 2005) have investigated that certain factors play an important role that enables the organizations to effectively use their PMSs. They focus their attention on the organization's struggle to convert performance information into effective improvement actions. They also lay stress that managers should understand what factors makes the organizations able to manage their PMS effectively from the organizations those are unable to implement PMS effectively.

Lawson et al. 2003 founded through research in 150 organizations, that two-thirds agreed that implementing performance management systems increased employees' awareness of company strategy and business plan goals, and helped to align operational improvements with overall strategy.

According to Dougherty and Dreher (2002), performance related data are used in making decision about employees, including promotion, salary adjustments, bonus, commissions, terminations and transfers. Feedback, counselling and performance improvement are the other purposes of PMS. In a Performance Management System, performance reviews are used as the basis to provide employees with feedback and provide counselling in order to improve their performance. Another major use of performance review is the evaluation of organizational programs. Performance measures can serve as criteria for assessing the effectiveness, employee selection, employee training programs or any other intervention design to improve employee productivity or organizational effectiveness.

Johnson and Kaplan (1987) clarified that there is an immediate necessity to have new management approach which can be able to manage the performance of organizations as the conventional methods and customs have lost their significance. Therefore, Performance Management System was developed to administer the performance within organizations.

### 3. OBJECTIVES OF THE STUDY

The present study was conducted keeping the following objectives are the objectives of the study:

1. To identify the difference in Corporate Objectives in public and private sector telecommunication organizations
2. To compare the Performance Planning followed in public and private sector telecommunication organizations
3. To examine the differences between Performance Review in public and private sector telecommunication organizations
4. To identify the differences in the Implementation of Performance Management System in public and private sector telecommunication organizations
5. To compare the Post Implementation practices between public and private sector telecommunication organizations

### 4. HYPOTHESES

On the basis of the nature of this study, and also on the basis of the variables identified through literature study, the following null hypotheses have been formulated:

**H<sub>01</sub>:** There is no significant difference between the Corporate Objectives of public and private sector telecommunication organizations

**H<sub>02</sub>:** There is no significant difference between the Performance Planning of public and private sector telecommunication organizations

**H<sub>03</sub>:** There is no significant difference between the Performance Review of public and private telecommunication organizations

**H<sub>04</sub>:** There is no significant difference between the Implementation of PMS among public and private sector telecommunication organizations

**H<sub>05</sub>:** There is no significant difference between the Feedback system of public and private sector telecommunication organizations

**H<sub>06</sub>:** There is no significant difference between the Rewards and Recognition of public and private sector telecommunication organizations

**H<sub>07</sub>:** There is no significant difference between the Performance Improvement of public and private sector telecommunication organizations

### 5. RESEARCH METHODOLOGY

It includes research design, sampling technique and methods of data collection used for the present study.

**5.1 Research Design:** Wagner (2003) stated that descriptive research designs are precise and reliable due to their strict control over the research problem and information gathered. Therefore, descriptive methodology was adopted to compare performance management system practices in selected public and private sector telecommunication industry.

**5.2 Sampling Plan:** Random and Convenient sampling method was adopted for the present study. Similar number of employees from public and private sector has been compared so as to maintain homogeneity in the analysis.

**5.3 Sample Size:** A sample size of 100 employees working telecommunication industry from Western Uttar Pradesh has been taken as a sample for the study. 50 employees from public sector company and 50 from a private sector company were taken as sample of respondents.

**5.4 Data Collection:** The methodology applied to data collected in this research study constituted mainly of survey technique (structured survey), i.e., surveys using a structured questionnaire. This was done to obtain responses directly from employees. The questionnaire contained closed ended questions, i.e., respondents were to choose only from the alternative responses provided in the questionnaires.

**5.4.1 Primary Data:** The collection of primary data was done using personal investigation and field surveys which include development of questionnaire and administering the questionnaire on the sample identified. In conducting the survey employees from different departments at all levels were randomly approached personally and through mails to fill in the survey questionnaire.

**5.4.2 Secondary Data:** The collection of secondary data was based on literature review through online research databases such as EBSCO, ABI-Info, Pro-Quest, Scopus, etc. During the course of secondary data collection adequate information was available on the internet which helped in getting an overview performance management system in public and private sector enterprises.

### 6. DATA ANALYSIS AND FINDINGS

The research is descriptive, primary data has been collected through a pre tested questionnaire. The questionnaire has been designed using Likert scale and averaging of the responses has been done using appropriate method.

For testing the hypothesis, one way ANOVA has been used to find out whether the difference between two sample means is significant or not. Analysis of Variance was used for testing the hypothesis formulated. For this test, the significance level of  $p < .05$  were taken. The analysis of data was carried out by using IBM SPSS 23.0 software package.

TABLE 1: DESCRIPTIVE STATISTICS

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Corporate Objectives	Public	50	20.18	2.723	0.385	19.41	20.95	12	23
	Private	50	21.2	2.382	0.337	20.52	21.88	12	25
	Total	100	20.69	2.596	0.26	20.17	21.21	12	25
Performance Planning	Public	50	28.68	5.691	0.805	27.06	30.3	17	37
	Private	50	31.52	5.269	0.745	30.02	33.02	14	39
	Total	100	30.1	5.64	0.564	28.98	31.22	14	39
Performance Review	Public	50	39.4	6.606	0.934	37.52	41.28	25	50
	Private	50	43.08	6.752	0.955	41.16	45	25	51
	Total	100	41.24	6.898	0.69	39.87	42.61	25	51
Implementation	Public	50	34.8	4.03	0.57	33.65	35.95	23	40
	Private	50	35.86	4.005	0.566	34.72	37	21	41
	Total	100	35.33	4.033	0.403	34.53	36.13	21	41
Feedback	Public	50	13.86	3.551	0.502	12.85	14.87	6	18
	Private	50	15	2.983	0.422	14.15	15.85	6	20
	Total	100	14.43	3.313	0.331	13.77	15.09	6	20
Rewards and Recognition	Public	50	25.4	5.387	0.762	23.87	26.93	14	32
	Private	50	27.68	4.542	0.642	26.39	28.97	12	35
	Total	100	26.54	5.088	0.509	25.53	27.55	12	35
Performance Improvement	Public	50	22.5	4.617	0.653	21.19	23.81	9	28
	Private	50	23.52	4.311	0.61	22.29	24.75	11	29
	Total	100	23.01	4.473	0.447	22.12	23.9	9	29

Table-1 gives a descriptive statistics about the public and private sector telecommunication organizations. It gives a detail about the mean, standard deviation and standard error on the various components of performance management system identified for the present study.

Table-2 shows the correlation among various factors identified in performance management system. The correlations of almost all the variables are above 0.5 and close to 1 which explains that there is a high degree of correlation among them.

Moreover the significance value (2-tailed) is 0 in all the cases, i.e., less than 0.5 hence it can be concluded that there is a statistically significant correlations between the variables. That means, increases or decreases in one variable do significantly relate to increases or decreases in other variable.

TABLE 2: CORRELATIONS

		Corporate Objective	Performance Planning	Performance Review	Implementation	Feedback	Rewards and Recognition	Performance Improvement
Corporate Objectives	Pearson Correlation	1	.740**	.709**	.692**	.491**	.740**	.693**
	Sig. (2-tailed)		0	0	0	0	0	0
	N	100	100	100	100	100	100	100
Performance Planning	Pearson Correlation	.740**	1	.866**	.743**	.732**	.824**	.795**
	Sig. (2-tailed)	0		0	0	0	0	0
	N	100	100	100	100	100	100	100
Performance Review	Pearson Correlation	.709**	.866**	1	.792**	.708**	.821**	.841**
	Sig. (2-tailed)	0	0		0	0	0	0
	N	100	100	100	100	100	100	100
Implementation	Pearson Correlation	.692**	.743**	.792**	1	.584**	.704**	.714**
	Sig. (2-tailed)	0	0	0		0	0	0
	N	100	100	100	100	100	100	100
Feedback	Pearson Correlation	.491**	.732**	.708**	.584**	1	.654**	.672**
	Sig. (2-tailed)	0	0	0	0		0	0
	N	100	100	100	100	100	100	100
Rewards and Recognition	Pearson Correlation	.740**	.824**	.821**	.704**	.654**	1	.865**
	Sig. (2-tailed)	0	0	0	0	0		0
	N	100	100	100	100	100	100	100
Performance Improvement	Pearson Correlation	.693**	.795**	.841**	.714**	.672**	.865**	1
	Sig. (2-tailed)	0	0	0	0	0	0	
	N	100	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The hypothesis testing in the current study was done by employing ANOVA. ANOVA (Analysis of Variance) was used for testing individual hypothesis. Therefore, ANOVA was conducted to see the significance of the relationship between the independent and dependent factors.

In the following case, each hypothesis was tested for the public and private sector Telecommunications organizations taken for the study.

TABLE 3: HYPOTHESIS TESTING USING ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Corporate Objectives	Between Groups	26.010	1	26.010	3.974	.049
	Within Groups	641.380	98	6.545		
	Total	667.390	99			
Performance Planning	Between Groups	201.640	1	201.640	6.705	.011
	Within Groups	2947.360	98	30.075		
	Total	3149.000	99			
Performance Review	Between Groups	338.560	1	338.560	7.590	.007
	Within Groups	4371.680	98	44.609		
	Total	4710.240	99			
Implementation	Between Groups	28.090	1	28.090	1.740	.190
	Within Groups	1582.020	98	16.143		
	Total	1610.110	99			
Feedback	Between Groups	32.490	1	32.490	3.021	.085
	Within Groups	1054.020	98	10.755		
	Total	1086.510	99			
Rewards and Recognition	Between Groups	129.960	1	129.960	5.235	.024
	Within Groups	2432.880	98	24.825		
	Total	2562.840	99			
Performance Improvement	Between Groups	26.010	1	26.010	1.304	.256
	Within Groups	1954.980	98	19.949		
	Total	1980.990	99			

Table-3 shows the results of the analysis of variance between corporate objectives of public and private sector telecommunication enterprises. The value of the sum of squares between the groups ( $SS_M$ ) for corporate objectives is 26.01 with 1 degrees of freedom ( $df_m$ ) and sum of squares within the groups ( $SS_T$ ) is 641.38 with 98 degrees of freedom ( $df_t$ ). Therefore, the value of mean squares ( $MS_M$ ) between the groups is  $26.01/1 = 26.01$  and for within the groups the value of mean squares ( $MS_T$ ) is  $641.38/98 = 6.545$ . The value of the resultant F ratio ( $MS_M/MS_T$ ) for corporate objectives is  $26.01/6.545 = 3.974$ , which is significant with  $p = 0.049$  at 5% significance level. Thus, we can conclude that there is a significant difference between the corporate objectives of public and private sector telecommunication organization. Hence null hypothesis one is rejected

The above table shows that the F ratio for performance planning between public and private sector telecommunication organizations was calculated which came out to be  $F(1, 98) = 6.705$ , which is highly significant with  $p = 0.011$ . Since  $p < 0.05$ , there exists a significant difference between the performance planning of public and private sector telecommunication enterprises. As a result null hypothesis two is rejected.

Table 6.3 shows that for the given hypothesis when analysis of variance is calculated, the F ratio came out to be  $F(1,98) = 7.59$  for which the value of value of p is 0.007 i.e.  $p < 0.05$ , at 5% significance level. It shows that there exists no significant difference between the performance review of public and private sector telecommunication organizations. Hence Null hypothesis 3 in case of public and private sector telecommunication enterprises is rejected

Table 6.3 also shows the results of the analysis of variance for comparison between implementation of performance management system in public and private sector telecommunication organizations. For concern, the estimated F ratio is  $F(1, 98) = 1.74$  with  $p = 0.19$ , which is not significant as the value is more than 0.05, thus it can be said that there exists no significant difference between the implementation of performance management system at public and private sector manufacturing enterprises or in other words it is stated that Null hypothesis four is accepted.

Table 6.3 shows that for the hypothesis it is evident that the value of  $F(1,98) = 3.021$  with  $p = 0.085$  i.e.  $p > 0.05$ , shows that there exists no significant difference between the groups. As the P value is more than 0.05 for 5% significance level, there exists no significant difference between the feedback given to the employees of public and private sector telecommunication organizations so, Null hypothesis 5 is accepted.

The above table shows that the F ratio for rewards and recognition between public and private sector telecommunication organizations was calculated which came out to be  $F(1, 98) = 5.235$ , which is highly significant with  $p = 0.024$ . Since  $p < 0.05$ , there exists a significant difference between the rewards and recognition provided to the employees of public and private sector telecommunication enterprises. As a result null hypothesis six is rejected.

Table 6.3 also shows the results of the analysis of variance for comparison between performance improvement in public and private sector telecommunication organizations. For concern, the estimated F ratio is  $F(1, 98) = 1.304$  with  $p = 0.256$ , which is not significant as the value is more than 0.05, thus it can be said that there exists no significant difference between the performance improvement at public and private sector telecommunication organizations or in other words it is stated that Null hypothesis seven is accepted.

## 7. CONCLUSION

It is evident from the analysis that there is a significant difference found between the performance management systems in public sector and private sector of telecom industry. Since the policy goals and objectives of public sector organizations are ambiguous, these organizations put less emphasis in the design of their performance management system as compared to that of private sector organizations.

In general, both public and private sector organizations believe that performance management process is an approach which is about what the organization should achieve and how to achieve it. Performance management focus on the weaknesses of individuals and groups and leads to the organization's success in achieving strategic goals. It also helps to increase the effectiveness of business processes by continuous improvement. So it is necessary that the balance between long-term and short-term goals should be maintained. In addition to evaluation and ranking the employees; development of individual and organizational is also essential. Research on the performance management systems in telecom sector revealed that telecom industry try to provide excellent quality service to its clients so it expects high performance from its employees. Employees require proper rewards and recognition which stimulates them to work better in future. The output also depends on the timely feedback provided to the employees. The employees want positive feedback for all the good performance they show. PMS related trainings and workshops helps in increasing system effectiveness. There were some employees who perceive that the evaluator provides an unfair representation of employees' performance i.e. the ratings are unfair and biased, so they take performance management only because the system needs it. They have no faith on the importance of performance management system. However the study concludes that performance management yields measurable benefits on the performance of the employees by improving morale, quality of work and productivity.

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