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CONTENTS

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ii

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT   iii

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      INTRODUCTION

      REVIEW OF LITERATURE

      NEED/IMPORTANCE OF THE STUDY

      STATEMENT OF THE PROBLEM

      OBJECTIVES

      HYPOTHESES

      RESEARCH METHODOLOGY

      RESULTS & DISCUSSION

      FINDINGS

      RECOMMENDATIONS/SUGGESTIONS

      CONCLUSIONS

      SCOPE FOR FURTHER RESEARCH

      ACKNOWLEDGMENTS

      REFERENCES

      APPENDIX/ANNEXURE

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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A STUDY ON PERFORMANCE MANAGEMENT SYSTEM (PMS) WITH SPECIAL REFERENCE TO COTELLIGENT

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ABSTRACT

Performance Management System (PMS) makes a very important contribution to the development of the organization's human resources and hence to the achievement of its aims and objectives. The purpose of this paper is to examine the impact of PMS on organizational effectiveness by enhancing personal performance using appropriate performance measures. The study focuses on the factors responsible for effectiveness of the performance management systems and its alignment with organizatioal goals. Performance management is a much broader and a complicated function of HR, as it encompasses activities such as joint goal setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements. It is a means for promoting superior performance by communicating expectations, defining roles within a required competence framework and establishing achievable benchmarks. The study is been taken up in Cotelligent to study how PMS works in their organization and its transparency by involving the employees at the same time, to know the process, its transparency and employee expectations from the organization. A sample of 74 respondents (employees) was considered for collection of data.Percentile method is used to analyze the data and observations. it is observed that the employees believe that an effective PMS in the organization leads to reduction in employee turnover; it ensures that goals are consistently being met in an effective and efficient manner.

KEYWORDS

Performance Management System (PMS), 360 degree appraisal system, Performance Management process, Employee performance, Employee development.

INTRODUCTION

The performance process within many organizations is fragmented and inconsistent, time consuming and arduous for everyone involved, and often supported by outdated legacy systems and spreadsheets. This lack of standardization often results in reduced employee morale and engagement, ineffective communication at all levels of the organization, and severe misalignment between the workforce and the overall strategy of the organization. Organizations succeed when they continuously nourish the top performers and improve (or weed out) the poor performers. The big challenges of following this strategy are identifying the real performers, provide a competitive compensation to retain & motivate them and improve employee skills & competencies to maintain the business competitiveness. An Effective Performance Management System can help to meet these big challenges of improving employee performance. Performance Management System is an integrated tool to improve organizational performance by setting SMART Goals for employee, evaluating employee performance, recommending highly competitive compensation plans, managing employee trainings & development and promoting right employees to critical   positions. Based on globally followed HR practices and principles, this performance management system provides right tools to engage employees in productive work**,** help employee achieve their goals, bring objectivity & transparency in employee evaluations**,** manage employee trainings**,** manage employee compensations**,** promotion and careers.

REVIEW OF LITERATURE

According to **Armstrong and Baron** 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 term performance management gained its popularity in early 1980's when total quality management 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. Performance management is an ongoing communication process which is carried between the supervisors and the employees throughout the year. The process is very much cyclical and continuous in nature. A performance management system includes the following actions.

- Developing clear job descriptions and employee performance plans which includes the key result areas (KRA') and performance indicators.
- Selection of right set of people by implementing an appropriate selection process.
- Negotiating requirements and performance standards for measuring the outcome and overall productivity against the predefined benchmarks.
- Providing continuous coaching and feedback during the period of delivery of performance.
- Identifying the training and development needs by measuring the outcomes achieved against the set standards and implementing effective development programs for improvement.
- Holding quarterly performance development discussions and evaluating employee performance on the basis of performance plans.
- Designing effective compensation and reward systems for recognizing those employees who excel in their jobs by achieving the set standards in accordance with the performance plans or rather exceed the performance benchmarks.
- Providing promotional/career development support and guidance to the employees.
- Performing exit interviews for understanding the cause of employee discontentment and thereafter exit from an organization.

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.

To conclude, performance management can be regarded as a proactive system of managing employee performance for driving the individuals and the organizations towards desired performance and results. It's about striking a harmonious alignment between individual and organizational objectives for accomplishment of excellence in performance.

David Creelman, CEO of Creelman Research in his article "New Forces in Performance Management" said Performance management is routine. HR departments tend to change the process a bit every few years, but the fundamental annual cycle of setting goals, appraising people and giving pay increases is standard. The processes look pretty much the same from company to company. The biggest difference is how seriously the organization takes the process—some invest a lot of effort while others just go through the motions.

The performance management process is supposed to be about goal setting, motivation, coaching, reward and development. However, in America there are two underlying reasons why HR wants performance management. One is that they need a piece of paper justifying any pay increases. Secondly, they want a paper trail in case they want to fire someone for poor performance. Everything else is secondary.

NEED FOR THE STUDY

To achieve its purpose, PMS needs to be effectively managed. The project mainly aims at studying the PMS at **COTELLIGENT**. The study is needed to know:

- The present PMS of the organization.
- The views and attitudes of the employees towards the existing Performance management system in the organization.
- It gives an opportunity to the employees to voice their views about the change in the current PMS.

OBJECTIVES OF THE STUDY

Objectives are the tactical applications of the strategic aims. They are statements of intent written in clear, unambiguous, specific and precise terms.
The following are the specific objectives of the study:-

- To study the process of managing employee performance at COTELLIGENT.
- To study how employee performance is reviewed.
- To determine the effectiveness of the existing performance appraisal process with special reference to the modern approaches used in the system of performance management.
- To determine employee expectations from the existing PMS and to identify gaps, if any and hence find out its strengths and weaknesses**.**
- To develop an effective PMS at Cotelligent.

SCOPE OF THE STUDY

The study covers various aspects like employee details, work nature, job specification, knowledge and personality development of employees of the organization. It also covers job nature of technical, behavioral, awareness and various aspects Performance Appraisals conducted by the personnel department. It has a scope of learning about the various programs organized by the personnel department till date and the methods which they are going to implement and also the analytical based methods which we will suggest based upon the survey. To know the function of the organization as a whole and as well to know how the policies are made and implemented and conveyed to the employees.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem. In it we study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them.

A structured questionnaire is used as the primary data collection instrument for the study. All the questions in the questionnaire are organized in such a way that elicits all the relevant information that is needed for the study. The secondary data for the study have been obtained from the text books, and organization records. It was also collected from websites, Library, past documents related to Performance management system of HR department.

Convenience sampling method was selected for the study and the information is collected from the respondents. The sampling frame for the study consists of all employees in the organization and the sample size constitutes 60 respondents of Cotelligent. The collected data was tabulated and analyzed using percentage analysis.

DATA ANALYSIS & INTREPRETATION

A survey was conducted to understand the present PMS based on the below given questionnaire. A sample of 74 employees was taken for the observation part. Although the size may appear to look very small , it was sufficient to collect the views of employees and form a conclusion. Random selection of employees was done and both the Executives and Non-Executives were given the same Questionnaire to express their views.

1. Level of satisfaction with the current Performance Management System

Options	Highly Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied
Response of employees in %	40	25	25	10

INTERPRETATON
The above observation shows that 40 % of employees are satisfied with the current PMS.25% of them are not satisfied with it. Out of rest, 25% are not convinced and 10% have no idea about it.
As less proportion is satisfied with the present system, it is advisable to bring out some more modifications to satisfy the employees.

2. Change is required in the current PMS

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	50	20	10	20

INTERPRETATON
From the above observation, it is clearly shown that 50% of employees are willing to accept for a change in the current PMS. They feel that there must be some modifications in the present system. Since the majority of the employees are showing their willingness, it is advisable to HR department to bring out some effective changes in current PMS.

3. Awareness on the basis of which performance is being measured

Options	Completely aware	Partially aware	Partially unaware	Completely unaware
Response of employees in %	60	20	20	0

INTERPRETATON
The analysis shows that 60% of them knows very well whereas 20% of them are partially aware and 20% of them are partially unaware. This interpretation clearly shows that the majority of employees knows how exactly their performance is being appreciated**.**

4. Factors on which performance getting appreciated

Options	Time period of work completion	Quality of work	Experience	Behavior
Response of employees in %	55	45	0	0

INTERPRETATON
In the previous statement, 60% respondents stated that they are aware of the factor on which their performance being measured. Out of which 55% of the employees strongly believes that they are given appreciation based on time constraint and 45% believes in quality of their work.

5. Employee satisfaction with the introduction of 360 degree performance appraisal method

Options	Highly satisfied	Satisfied	Dissatisfied	Highly dissatisfied
Response of employees in %	70	0	45	0

INTERPRETATON
One of the objectives of the study include development of an effective PMS at Cotelligent.360 degree performance appraisal gives best outcomes if it is maintained effectively. The above interpretation clearly shows that 70% of employees will be satisfied if this method is implemented in the organization. Hence, it is advisable to the HR department to implement 360 degree performance appraisal method in the organization.

6. Use of self-rating for PMS

Options	Very useful	Partially useful	No use
Response of employees in %	80	5	15

INTERPRETATON

The above observation shows that 80% of employees strongly feels that self-rating is very useful for PMS.15% respondents feels that it will be of no use and 5% of them feels that it might be partially useful.

7. PMS system will be useful for career planning.

Options	Strongly agree	Agree	Disagree	Strongly disagree
Response of employees in %	60	20	10	10

INTERPRETATON

It is observed that 60% of the sample feels that PMS is very useful for their career development.20% of employees agree, 10% disagree and 10% of them strongly disagree. The unawareness on PMS could lead to negative outcomes.

8. PMS is directly related to employee turnover

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	40	20	35	5

INTERPRETATON

The above observation proved that 40% of employees strongly believes that PMS and employee turnover are directly related.35% of disagree. Many organizations show interest in motivating high performance employees in order to prevent them from leaving the organization.

9. If right job is not given to a right person, it leads to increase in employee turnover

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	60	5	10	25

INTERPRETATON

The above interpretation shows that 60% of employees feel that right persons must be placed in right jobs in order to reduce employee turnover.25% shows that they disagree to the question. Reducing the employee turnover should be the main concern for any employer. And this can be done by hiring the right person at the right time for the job.

10. Assistance is provided by the superiors at the time of the need

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	85	0	15	0

INTERPRETATON

From the above interpretation,85% of employees are clear that they are always assisted by their superiors at the time of need whereas the rest 15% disagree. These employees might be felt that they acquired an insufficient guidance at times.

11. People with potentials are identified & developed for the future at the time of conducting PMS

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	60	15	25	0

INTERPRETATON

The present performance appraisal method being followed in the organization is appreciating employees annually.60% of employees says that their potentials are spotted and developed at the time of their performance appraisals.15% feels that their potentials might be spotted and developed, whereas 25% have no idea about it.

12. Recognition of high performer helps in motivating the employees

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	80	5	15	0

INTERPRETATON

80% of the employees agree that the employees get motivated at the when they are recognized for their work. The above interpretation shows that 15% feels that they do not agree to the question.

13. Enough freedom is given to discuss all the matters of work

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	85	15	0	0

INTERPRETATON

Employees will be assigned to different projects based on their skills and abilities. They must be able to discuss all the matters of their objectives with their manager or team lead.

From the above interpretation, 85% of employees say that they have enough courage to discuss all matters regarding their goals. The rest 15% felt that they might not discuss sometimes regarding their objectives. This outcome might be resulted because of two reasons. Either some of the employees feel that they are very much aware of their objectives or they may think that the team lead guides them in every step till the achievement of goals.

14. The best strategy for reducing the employee turnover especially among the high performers

Options	Increase benefit	Freedom for work	Recognition for work
Response of employees in %	60	10	30

INTERPRETATON

The above interpretation clearly shows that 60% of employees feel that recognition for work reduces the employee turnover. Out of rest of the sample,10% feels freedom for work might be the reason.30% of employees believe that increase benefits to employees reduces the employee turnover.

15. The single most compelling factor of employee turnover

Options	Unclear job role	Poor recruitment standards	Less growth	Dissatisfaction with pay
Response of employees in %	25	35	25	15

INTERPRETATON

The above observation shows that 35% of employees feel poor recruitment standard is the single most compelling factor for employee turnover,25% believe that it is less growth of the organization,15% feels that dissatisfaction with pay and 25% of sample thinks the factor might be the unclear job role

16. My work is very well defined

Options	Strongly agree	Agree	Disagree	Strongly Disagree
Response of employees in %	65	5	5	25

INTERPRETATON

From the above observation, 65% of the sample feels that their work is very well defined. 25% of employees disagrees to the statement.

17. Type of stress that you feel in the organization

Options	Work burden	Less work for appreciation	Criticism from superiors	Less support from subordinates
Response of employees in %	25	60	0	15

INTERPRETATON

The above observation clearly defines 25% of employees believes that they feel stress due to work burden, 60% feel less work for appreciation,15% feels less support from the subordinates.

Work related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

FINDINGS

After conducting the survey on Performance Management System, it is observed that the following requirements can be implemented to some extent and improved further.

- Most of the employees are not satisfied with the current PMS and they need a change in the system.
- The majority of employees believe that their performance is getting appreciated based on time constraint and quality of work.
- Most of them feel that 360 degree feedback serves the purpose and they expressed that they might be able to rate others' performance.
- The employees of the company are clear that PMS is very useful for self rating and career planning .They feels that PMS and employee turnover are directly related.
- At times, some of the employees are not properly assisted by their superiors, and some of them feel that their potentials are not being identified at the time of recognition. An effective PMS in the organization satisfies these people in a best way.
- Increasing benefits will be the best strategy in order to reduce employee turnover.

SUGGESTIONS

Following are the suggestions, which are found to be relevant to improve the efficiency of Cotelligent.

- It is advisable to maintain a balanced scorecard (a tool to measure employee performance) and make sure that all the employees give feedback on time.
- The manager should check all performance reviews periodically and give the corrective measures.
- The organization must follow any performance appraisal method as there is no particular method being followed presently.
- 360 degree performance appraisal method helps to achieve highest effectiveness, so it can be implemented in the organization.
- This method must be implemented effectively so that the employees get satisfied and motivated.

CONCLUSION

Taking into consideration the inputs from the organizational employees, it is concluded that with the introduction of 360 degree performance appraisal system, the PMS runs more efficiently and it increases work efficiency of employees. The effective PMS helps in career planning too. The organization should increase focus on improvement of Role Definition by clearly defining Key Result Areas. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service and in many other areas as well.

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