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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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FEEDBACK ON IMPLEMENTATION OF ONLINE PERFORMANCE MANAGEMENT SYSTEM - A MINI MIX MODEL

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ABSTRACT

In the modern business context, organizations are operating in a highly competitive environment. To withstand competition in a healthy environment it is imperative for the organisations to continuously strive to improve the performance. Performance of the organisation depends not only on full utilization of available resources at least cost and upgrading technology to get benefits of economies of scale but also influence manpower planning and motivates employees towards desired direction for improving their performance on execution of specified tasks. The aim of performance management is to establish an environment of performance-oriented culture to suit the vision and mission of the organisation. Idea behind this philosophy is doing the right things by integrating individual goals to organizational goals. Performance management is a continuous and flexible process that involves all the employees irrespective of cadre to work as partners contributing their best for the organisation to achieve the desired goals. Performance feedback is associated with the individual employee as well as for organizational development. Performance feedback systems ensures firstly appraiser to identify shortfalls if any and suggests corrective actions for the future. Performance feedback systems will also help in identifying training needs, best talent in the organisation and to design suitable compensation to all. In this paper an attempt is made to obtain executive opinions on whether to implementing online Performance management is advantageous to the organization or not in the select organization namely NTPC-a public sector undertaking at Visakhapatnam. The results presented in this paper are drawn from the unpublished Ph. D thesis work of the former under the guidance of the later.

KEYWORDS

Performance management system, NTPC.

INTRODUCTION

In the modern business context, organizations are operating in a highly competitive environment. To withstand competition in a healthy environment it is imperative for the organisations to continuously strive to improve the performance. Performance of the organisation depends not only on full utilization of available resources at least cost and upgrading technology to get benefits of economies of scale but also influence manpower planning and motivates employees towards desired direction for improving their performance on execution of specified tasks. The aim of performance management is to establish an environment of performance-oriented culture to suit the vision and mission of the organisation.

Performance feedback provides information that helps employees to alter, change or maintain their behaviors and/or attitudes so that the organization continues to operate smoothly. Results of Feedback are very important for the employees to know about their performance and where they stood when compared to others. Without feedback, employees tend to assume that their performance is acceptable and unchecked performance behavior leads to long run problems. Role of technology is increasing day by day and every organisation to the possible extent should adopt online PMS.

Feedback not only helps to know the performance of individuals in the organization but also helps in knowing the attitude, perceptions and opinions of its employees on the critical issues like bringing change in the organization. If most of the employees are not in favour of change, the organization can design to bring planned change in the organization by educating its employees.

Design and implementation of performance management strategies, interventions and drivers is easier to advocate but difficult to implement practically in exact way in any organization. On line PMS will help organizations in various fronts to make PMS successful. Implementation of Online PMS will save lot of time for top-level management so that they can use their precious time for some other activities in the organization. Technology will make things simple and quick even though it may involve additional investment and training at the initial stages but in the long run it yields high Rate on investment (ROI) for the organization.

REVIEW OF LITERATURE

Mayston (1985) indicates that performance is measured for the following reasons:

- To clarify the organization's objectives.
- To indicate potential areas for cost savings.
- To enable users to make informed choices.
- To evaluate the final outcomes resulting from the organization's activities.
- To indicate how well different services contribute to specific areas of policy.
- To indicate performance standards when licensing or contracting-out privatized services.

Mayston (1985) suggested teamwork, long-term thinking, building human capital, developing and managing talent, and customer loyalty are good indicators of performance measurement. Most admired companies created performance management systems that take a well-rounded approach to measuring performance. Performance management considers both long term and short-term goals as well as both measurable and quantifiable. A performance appraisal plays a very crucial role in the effective management of business in today's competitive world.

Dayani, (1996) commented that feedback acts as a learning process and encourages effective behavior and serves to recognize individuals of less effective behavior to find remedial measures.

Employees need feedback on their performance as a validation of their contribution to the organization goals. To attain the set goals, the company's vision has to be made clear to the employees and translated them into action plan. Feedback helps the management to get the employees perception of their strengths, to find areas in need of improvement and evolve a better strategy for brining positive work culture (Dayani 1996, Dowling, Wetch & Schuler 1999, Weiss & Hartle, 1997).

Latham et al (2005). Stressed that trainer must pay attention in the behaviour of individual but not the person. Aim of the feedback is to bring in positive change in behaviour and motivate the individual to go along with the others in the team and to attain the individual set standards and It should help not to hurt individual but to enhance the honesty.

Gary Yukl and Richard Lepsinger (2006), "How to Get the Most out of 360 degree Feedback". They described that 360-degree performance appraisals have gained popularity as they provide a comprehensive and holistic picture of employee performance. Almost any appraisal tool can be used to obtain evaluative information through the 360-degree methodology. For this tool to be used effectively, it is essential to consider the design of the questionnaire, the way it is administered, the process of feedback reporting, and to follow up the process with supporting activities such as training and development.

Sarah Harper, Professor, University of South Australia, Australia (2005) "To know the impact of an organization's performance management system", conducted a study on an Australian organization soon after introduction of performance management system (PMS), employees were asked to comment on their attitudes to the PMS. In addition, key stakeholders, managers and employees were interviewed to determine what they considered the impact of the PMS to have been. The results indicated that those workgroups that were already performing well benefited from the PMS, whereas those that were not had a more negative attitude to the PMS and were less positive about its impact on performance. The stakeholders and managers stated that the PMS had a more positive impact on performance than did the employees. Other successful outcomes as a result of the introduction of the PMS included: increased role clarity, standardization of performance objectives, increased feedback on performance and the development of more accurate and relevant performance measures. The study also highlighted the difficulties encountered when evaluating PMS. Both the timing of the evaluation and the measures used need to be carefully considered when designing the evaluation.

According to Nel, van Dyk, Haasbroek, Schultz, Sono, and Werner (2004) appraisal of performance management system serves three important purposes.

- It acts as a vehicle for culture change and provides input to other human resource systems such as reward and development.
- It helps as a yardstick to measure the relative performance of employees to provide ratings made on separate dimensions of performance.
- To provide feedback to the employees which is more specific and helpful for the organization for implementation of a strategic human resource development plan

OBJECTIVES AND METHODOLOGY

In this paper an attempt is made to obtain executive opinions on whether to implementing online Performance management is advantageous to the organization or not in the select organization namely NTPC-a public sector undertaking at Visakhapatnam.

A Mini Mix model is developed to analyze the feedback practices in five stages. The responses are analyzed by considering the practices individually and one with the other in stages.

The responses are counted and presented in a matrix form. This matrix is titled as Mini Mix Matrix as the selection of cells is based on the minimum of the row/ column/diagonal. As the analysis is based on the results of mixed responses on the select practices considered for E-PMS the Model is titled as Mini Mix Model. The study is mainly an empirical one and the variables used are qualitative. This type of analysis is useful for grading or grouping the individuals A or A+ or A- and so on if multiple subjects considered in cases such as student grades, consumer bundles for balanced diet for people in different regions/ age groups and so on.

IMPLEMENTATION OF ONLINE (ELECTRONIC) FEEDBACK

In this paper an attempt is made to analyze the responses obtained from the select executives regarding their opinions on implementation of online Performance Management system (E-PMS). Views of the executives are obtained about the following propositions of Yes/No Type.

1. E-PMS is better than the existing system.
2. E-PMS saves valuable time.
3. Received sufficient training on E-PMS.
4. E-PMS data is more secured than paper work.
5. Sufficient facilities are available for smooth implementation of E-PMS.
6. Fixing standards/Targets (Mutually) is a little difficult task in E-PMS.

The Executives are asked to give their opinion either Yes or No for each of the above propositions on online Performance Management system (E-PMS). Tabular analysis is used for analyzing the executive opinions.

The responses are analyzed by considering the practices individually and one with the other in stages.

STAGE I

The responses to the above, six propositions are coded and presented in a summary form in Table-1

TABLE-1: ANALYSIS ON IMPLEMENTATION OF ONLINE PERFORMANCE MANAGEMENT SYSTEM (E-PMS)

Proposition	1	2	3	4	5	6
1. E-PMS is better than Previous System	186					
2. Sufficient training has been given about E-PMS		175				
3. E-PMS saves your valuable time			179			
4. Sufficient facilities are provided for the smooth implementation of E-PMS				144		
5. Fixing standards/Targets (Mutually) is some how difficult in E-PMS					73 (130)	
6. E-PMS data is more secured than on paper						161

The following points can be noted from Table-1

- Out of 203 selected executives 186 (92%) agreed on the proposition that E-PMS is better than the existing system.
- Out of 203 selected executives 179 (88%) agreed on the proposition that E-PMS saves valuable time.
- Out of 203 selected executives 175 (86%) agreed on the proposition that they received sufficient training on E-PMS.
- Out of 203 selected executives 161(79%) agreed on the proposition that E-PMS data is more secured than paper work.
- Out of 203 selected executives 144(71%) agreed on the proposition that sufficient facilities are available for smooth implementation.
- Out of 203 selected executives 73 (36%) agreed on the proposition that Fixing standards/Targets (Mutually) is difficult in E-PMS. This being a negative question, it implies that 64% of executives (130 in number) gave the opinion that it is not at all difficult to fix standards and targets through E-PMS. This proposition is here after renamed as "Fixing standards/Targets (Mutually) is not difficult in E-PMS"

Thus it is noted that more than 70 % of executives are in favor of implementing E-PMS and no less than 64% opined that fixing standards and targets of executives is not that difficult. Thus most of the executives gave their favorable opinion for implementation of E-PMS.

The analysis has further been extended to know how many of the 64% of executives who expressed their opinion that fixing standards and targets is not that difficult (proposition-5) are positive for the remaining five propositions also.

STAGE-II

Opinions of the 130 executives, who expressed the opinion that it is not difficult to fix standards and targets through E-PMS, are analyzed by considering their opinions on the remaining five propositions and the results are presented in Table-2.

TABLE-2: NUMBER OF EXECUTIVES IN FAVOR OF SELECT GIVEN PROPOSITION-5

Proposition-5	1	2	3	4	6
Fixing standards/Targets (Mutually) is not difficult in E-PMS	121	115	118	89	99

From Table-2 it can be seen that out of 130 executives a minimum of 89 (for proposition four) executives are in favour of all other propositions.

STAGE-III

Opinions of the 89 executives, who expressed the opinion that it is not difficult to fix standards and targets through E-PMS along with E-PMS data is more secured than paper work, are analyzed by considering their opinions on the remaining four propositions and the results are presented in Table-3.

TABLE -3: NUMBER OF EXECUTIVES IN FAVOR OF SELECT PROPOSITIONS GIVEN FOUR AND FIVE

Given Proposition	1	2	3	6
4 and 5	84	77	83	70

From Table-3 it can be seen that out of 89 executives a minimum of 70 (for proposition six) executives are in favour of all other propositions.

STAGE-IV

Opinions of the 70 executives, who expressed the opinion that it is not difficult to fix standards and targets through E-PMS along with E-PMS data is more secured than paper work and Sufficient facilities are available for smooth implementation of E-PMS, are analyzed by considering their opinions on the remaining three propositions and the results are presented in Table-4.

TABLE-4: NUMBER OF EXECUTIVES IN FAVOUR OF SELECT PROPOSITIONS GIVEN FOUR, FIVE AND SIX

Given Proposition	1	2	3
4,5 and 6	67	58	66

From Table-4 it can be seen that out of 70 executives a minimum of 58 (for proposition two) executives are in favor of other propositions.

STAGE-V

Opinions of the 58 executives, who expressed the opinion that it is not difficult to fix standards and targets through E-PMS along with E-PMS data is more secured than paper work, Sufficient facilities are available for smooth implementation of E-PMS and E-PMS saves valuable time are analyzed by considering their opinions on the remaining two propositions and the results are presented in Table-5.

TABLE-5: NUMBER OF EXECUTIVES IN FAVOR OF SELECT PROPOSITIONS GIVEN TWO, FOUR, FIVE AND SIX

Given Proposition	1	3
2,4,5 and 6	58	57

From Table-5 it can be seen that out of 58 executives a minimum of 57 (for proposition three) executives are in favour of the other proposition.

The Results of Opinion Survey on implementation of Online (Electronic) Feedback gave clearly that 57 executives that is 28% are in favour of it in all counts and not less than 64% of total executives are in favour of one or the other.

CONCLUSION

Feedback Practices regarding Implementing E-performance are worth encouraging and it is a good indication for the organization as the executives showed a positive attitude for change. This study clearly indicates that a little more effort in communicating the easy and fair implementation of E-PMS to all the executives leads the system more effective in this select organization namely NTPC, Simhadri, Visakhapatnam.

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APPENDIX**QUESTIONNAIRE****GENERAL PROFILE OF RESPONDENTS**

- Gender: (a) Male (b) Female
- Age group in years: (a) 25 – 35 (b) 36-45 (c) 46+
- Education Qualification: (a) Above PG (b) Post Graduate (c) Graduate (d) Diploma (e) Under Graduate.
- Executive Level/Grade: E1/ E2/ E2A/ E3/ E4/ E5/ E6/ E7/ E8
- Total Experience: (a) Less than 3 years (b) 3-7years (c) 7-10 years (d) More than 10 years

Section – A: Introduction to Performance Management**Section – B: Performance Planning****Section – C: Performance Monitoring & Coaching.****Section – D: Performance Measurement.****Section – E: Performance Feedback.****Section – F: Performance Linked Reward & Development Plan.****Section – G: Performance Management Outcomes.****Section – H: E-Performance Management**

- Do you feel that E-PMS is better than previous System? a) Yes b) No
- Sufficient training has been given about E-PMS a) Yes b) No
- Do you feel adopting E-PMS saves your valuable time? a) Yes b) No
- Do you feel that sufficient facilities are provided for the smooth implementation of E-PMS? a) Yes b) No
- Fixing Employee standards/Targets (Mutually) is somehow difficult in E-PMS a) Yes b) No
- Do you feel that E-PMS data is more secured than on paper? a) Yes b) No

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