



A STUDY ON PERFORMANCE MANAGEMENT AS A TOOL FOR EFFECTIVE PERFORMANCE

T Sandhya, Student, MBA, School of Management,
Karpagam College of Engineering, Coimbatore, India

Abstract : In this dynamic and ever exponentially changing global market, nothing can be measured with accuracy because business world made market attributes volatile. In the complex business world, human beings are the most valuable assets. Human resources attitude is also volatile as subjected to many experiences and situations. In such scenario, one needs to measure how Human Resources perform for the purpose of reward, assessment and knowledge. The tools & techniques innovated for measuring human productivity and performance with respect to the required capability, intellect and experience is under an umbrella named Performance Management System. PMS is the systematic approach to measure the Performance of employees. It is a Process through which the organization aligns their mission, goals and objectives with the available resources. In this study, research will identify if these factors - employee involvement, management commitment, performance appraisal and reward system have a significant relationship between the effectiveness of Performance Management System in Textile Industry. They would be able to understand more on Performance Management System, its benefits and the relationship between employee involvement, management commitment, performance appraisal and reward system with effectiveness of Performance Management System. This Paper attempts to explain PMS followed in Muthulakshmi Tex.

IndexTerms - Dynamic, human resources, attitude, experiences, performance measurement .

I. INTRODUCTION

THE HISTORY OF PERFORMANCE MANAGEMENT TRACES BACK TO ANCIENT TIMES, WITH FORMAL PERFORMANCE REVIEWS OBSERVED IN THE WEI DYNASTY IN CHINA AND LATER AMONG THE JESUITS IN THE 15TH CENTURY. HOWEVER, MODERN FORMAL MONITORING SYSTEMS BEGAN TO EMERGE WITH THE WORK OF FEDERICK TAYLOR BEFORE WORLD WAR I, EVOLVING INTO PERFORMANCE APPRAISAL SYSTEMS IN THE 1920S. THE CONCEPT GAINED PROMINENCE IN THE 1950S AND 1960S, WITH THE INTRODUCTION OF MERIT-RATING AND MANAGEMENT BY OBJECTIVES. THE TERM "PERFORMANCE MANAGEMENT" WAS FIRST RECORDED IN 1976 BY BEER AND RUH, DESCRIBING A SYSTEM AT CORNING GLASS WORKS. IT RE-SURGED IN THE MID-1980S IN THE USA AS A NOVEL APPROACH TO PERFORMANCE MANAGEMENT. DESPITE THIS, IT WASN'T UNTIL 1987 THAT ONE OF THE FIRST BOOKS EXCLUSIVELY DEDICATED TO PERFORMANCE MANAGEMENT WAS PUBLISHED (PLACHY, 1987).

REVIEW OF LITERATURE

Mark Anthony Camilleri (2021), This article presents a critical review of the relevant literature on managerialism and performance management in higher education. Afterwards, it features an inductive research that involved semistructured interview sessions with academic members of staff. The interpretative study relied on the balanced scorecard's (BSC) approach as it appraised the participants' opinions and perceptions on their higher education institution's (HEI) customer, internal, organizational capacity and financial perspectives.

The research paper of Mohammad Tanvi Newaz (2012) provides an analysis and evaluation of the role of performance management system in shaping psychological contract at Sainsbury's UK by a case study approach. Sainsbury's has adopted the performance management system to utilize the potential of their employees but result of data analysis indicates that line managers have failed to achieve the objective of the performance management system. This research analysis reveals how the line managers of Sainsbury's focus on short term goal i.e. financial success instead of long term goal i.e. employee development.

The article of Javed Iqbal, Samina Naz, Mahnaz Aslam, Saba Arshad (2012), offers a survey of selected literature on performance management. Purpose is to identify key themes that govern the topic in the contemporary turbulent economic and business environment where employees are more uncertain than anything else because every day they face downsizing, volunteer retirement and —golden hand shakes “to get rid of them. Under these circumstances it is worthwhile to look into the ways by which they can be motivated to work under hard conditions. It is found that performance management processes, evaluation, its impact and factors are key themes. Researchers apply popular research approaches for data collection analysis and communication.

The paper of Akua Asantewaa Aforo and Kodjo Asafo-Adjei Antwi (2012) shows that academic libraries have a performance appraisal system comprising setting of goals, feedback, participation and incentives for performance. This study aimed at evaluating the performance appraisal system in the KNUST and GIMPA libraries in Ghana and give recommendations on improving the system. Questionnaires were randomly administered to 46 staff members of these libraries.

RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. Research means acquiring the new knowledge from events validity and reliability are closed related concepts.

Table 1 – Objective of the study

S.NO	OBJECTIVES	TOOLS OF ANALYSIS
1	To study the Performance Management as a tool for Effective Performance	DISCRIPTIVE
2	To study the process and methods of existing performance management system.	DISCRIPTIVE
3	To Identify the effects of performance review techniques on employees performance.	CORRELATION

A. Scope of the study

This research study has covered the performance management system which help to find effective performance of the employees. The employees has been aware of the performance standard of the company. It has been created to make awareness of performance management system to improve effective performance. This research study also assists to the authorities in the designing of the performance management system for improving performance. Organization will be able to develop performance review techniques to control the performance of the employees.

B. Sampling technique

- Convenience sampling - Seek out volunteers who are accessible and eager to take part. Although it is quick and simple, the results may be skewed.

Sample size - For adequate data analysis, a minimum sample size of 100-150 individuals should be pursued.

DATA ANALYSIS AND INTERPRETATION

TABLE 2 – DESCRIPTIVE ANALYSIS

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
FEMALE	41	33.1
MALE	83	66.9
TOTAL	124	100.0

HIERARCHICAL POSITION OF THE RESPONDENTS	NUMBER OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
Top level management	20	16.1
Middle level management	78	62.9
Lower level management	26	21.0
Total	124	100.0

DESIGNATION	NUMBER OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
Human Resource Manager	20	16.1
Project Manager	22	17.7
Human Resource Manager	31	25.0
Software Developer	37	29.8
Others	14	11.3
Total	124	100.0

From the above table, it is found that 66.9% of the respondents are male employees and 33.1% of the respondents are female employees. From the above table, it is found that there are more male employees than the female employees working in the organization. From the above table, it is found that 62.9% of the respondents are from Middle level management, 21% of the respondents are from Lower Level Management, 16.1% of the respondents are from Top level management. From the above table, it is found that 29.8% of the respondents are Software Developer, 25% of the respondents are Human Resource Executive, 17.1% of the respondents are Project Manager, 16.1% of the respondents are Human Resource Manager, 11.3% of the respondents are from Other Departments.

HYPOTHESIS TESTING-1

Null Hypothesis: Ho: There is no significant relationship between the organization operating a formal performance management system and the effectiveness of the system

Alternate Hypothesis: H1: There is a significant relationship between the organization operating a formal performance management system and the effectiveness of the system

Chi – Square Test

	Value	Df	Asymp. Sig(2-sided)
Pearson Chi-Square	38.599 ^a	40	.533
Likelihood Ratio	49.255	40	.150
Linear-by-Linear Association	.009	1	.922
N of Valid Cases	127		

As per the above table, it is inferred that the P value is 0.533; it is significant to 5% (0.05) significant level. The minimum expected count is 0.14. Thus null hypothesis is accepted and it is found that there is no significant relationship between organization operating a formal performance management system and the effectiveness of performance management.

Null Hypothesis (H0): There is no significant relationship between development and effectiveness of PMS on employees

Alternative Hypothesis (H1): There is a significant relationship between development and effectiveness of PMS on employees.

One-way ANOVA

		DEVELOPMENT	EFFECTIVENESS
DEVELOPMENT	Pearson Correlation	1	0.425
	Sig (2-tailed)		0.000
	N	124	124
EFFECTIVENESS	Pearson Correlation	0.425	1
	Sig (2-tailed)	0.000	
	N	124	124

From the above analysis, it is found that the asymptotic significance value (0.00) is found to be lower than 0.05 and the Pearson correlation value of effectiveness is (0.425) which is positive and therefore it has a medium relationship between development and effectiveness of PMS on employees, which concludes that the Alternate hypothesis H1 is accepted i.e. There is a significant relationship between development and effectiveness of PMS on employees.

HYPOTHESIS TESTING-2

Null Hypothesis (H0): There is no significant relationship between perception and effectiveness of PMS on employees

Alternative Hypothesis (H1): There is a significant relationship between perception and effectiveness of PMS on employees

Correlation

		PERFORMANCE	EFFECTIVENESS
PERFORMANCE	Pearson Correlation	1	0.584
	Sig (2-tailed)		0.000
	N	124	124
EFFECTIVENESS	Pearson Correlation	0.584	1
	Sig (2-tailed)	0.000	
	N	124	124

From the above analysis, it is found that the asymptotic significance value (0.00) is found to be lower than 0.05 and the Pearson correlation value of effectiveness is (0.584) which is positive and therefore it has a Strong relationship between development and effectiveness of PMS on employees, which concludes that the Alternate hypothesis H1 is accepted i.e. There is a significant relationship between performance and effectiveness of PMS on employees.

IV. RESULTS AND DISCUSSION**A. Findings**

- Comparatively Male employees are higher than the female employee.
- Most of the employees are in the age group 26-35. 36-45.
- From the above table, 60% of respondents are highly satisfied about the effectiveness of current performance management system.
- There is a significant relationship between development and effectiveness of PMS on employees
- There is a Strong relationship between development and effectiveness of PMS on employees
- There is no relationship between Freedom of work and effectiveness of PMS on employees

B. Suggestion

- After performance reviews, the employees can be rewarded with incentives that will be commensurate with their efforts. This will be a long way in boosting the morale of the employee's.
- HR professionals of the organization may apply strategic & integrative approach to performance management
- Performance review conducting in such a way that all employee. Are rated consistent, fair & unbiased.
- Organization can conduct periodic performance review for better performance of employees and improved competitiveness.

C. Conclusion

This analysis revealed valuable customer insights for both Mega Welding Rod and Bestarc Welding Rod. While price remains a factor, the study highlights the importance of clear communication and the perceived effectiveness of promotions in influencing

customer decisions.

Segmentation by income and occupation presents a chance to tailor messaging. Focusing on value propositions can resonate with the significant price-sensitive segment. Additionally, underutilized marketing channels like digital marketing and industry platforms offer opportunities for increased reach.

Strengthening dealer relationships is crucial, as nearly half of respondents prefer this purchase channel. Collaboration between the companies, exploring co-hosted events, bundled promotions, or educational content, could be mutually beneficial. This could expand reach, strengthen brand recognition, and potentially reduce marketing costs.

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