Impact of Performance Management System on Employee Job Performance, Based on the Perception of the Employees

A Study Conducted At Sushrutha Eye Hospital, Mysuru

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Abstract: The present Study determines that how the performance of the employees is managed at Sushrutha Eye Hospital, Mysuru. It focuses on the current Performance Management system at sushrutha eye hospital. The main objective of this research is to study and determine that, whether there is any impact from the current performance management system on the employee's job performance and the factors influencing employee job performance at their workplace.

Index words: Performance Management system, Employee Job Performance.

I. INTRODUCTION:

Performance management is the system which evaluates the performance level of each and every employee. Whereas it is a series of action, which plays a major role in identifying, measuring and developing the job performance of both Individual and Team. It also aligns the performance of employees with the strategic goals of an organization. In simple words, we can say it as the management of both Individual and Organizational Performance.

II. OBJECTIVES OF THE STUDY:

1. To study whether the current performance management system has any effect on the employee job performance at Sushrutha Eye Hospital
2. To identify the factors influencing employee job performance regarding the performance management system.
3. To suggest the best ways to improve the current performance management.

III. SCOPE OF THE STUDY

a) Measures the performance and providing immediate feedback.
b) Builds confidence among employees to perform successfully.
c) Regularly rates the performance level of the employees.
d) Encourages the worker's participation and motivates them by recognizing and providing rewards for their efforts.
e) Sets performance standards and organizational goals.

IV. METHODS TO COLLECT DATA:

- **Primary data:** First-hand information was collected by conducting Face to face interview, Direct observation and also through a Structured questionnaire.
- **Secondary data:** Second-hand information was collected from the Available books, articles, and websites.

V. LITERATURE REVIEW:

According to Nandinichawla and Ajoychawla (2002)[1], When a team or organization meets its expected objectives, it is considered a good performance. It results in high-quality output, costs under control, etc. Finally, a good performance means meeting expectations across the standard level of cost, time, quality- repeatedly. Performance management system is essential, when the goals are compound when there is an involvement of large teams and also when there is an essential of job rotation, etc.

According to T.V. Roa (2002)[2], Performance improvements should focus on teams besides individuals for a better return on performance management system. It is important to identify and give importance to the team performance management besides the individual performance. Organisations should concentrate equally on the team and individual performance and also it is essential that employees must get feedback for both the individual level and group level.

According to Herman Aguinis (2011)[3], Performance Management is a never-ending continuous process, which helps to identify and measure the performance level of each and every individuals and teams. It also aligns the performance of employees with the strategic goals of an organisation. Performance management is the system which evaluates the performance level of each and every employees, periodically and provides certain feedback and gives the coach, so that the performance can be improved by adopting the appropriate effective performance management process.

VI. CONCEPTUAL FRAMEWORK:
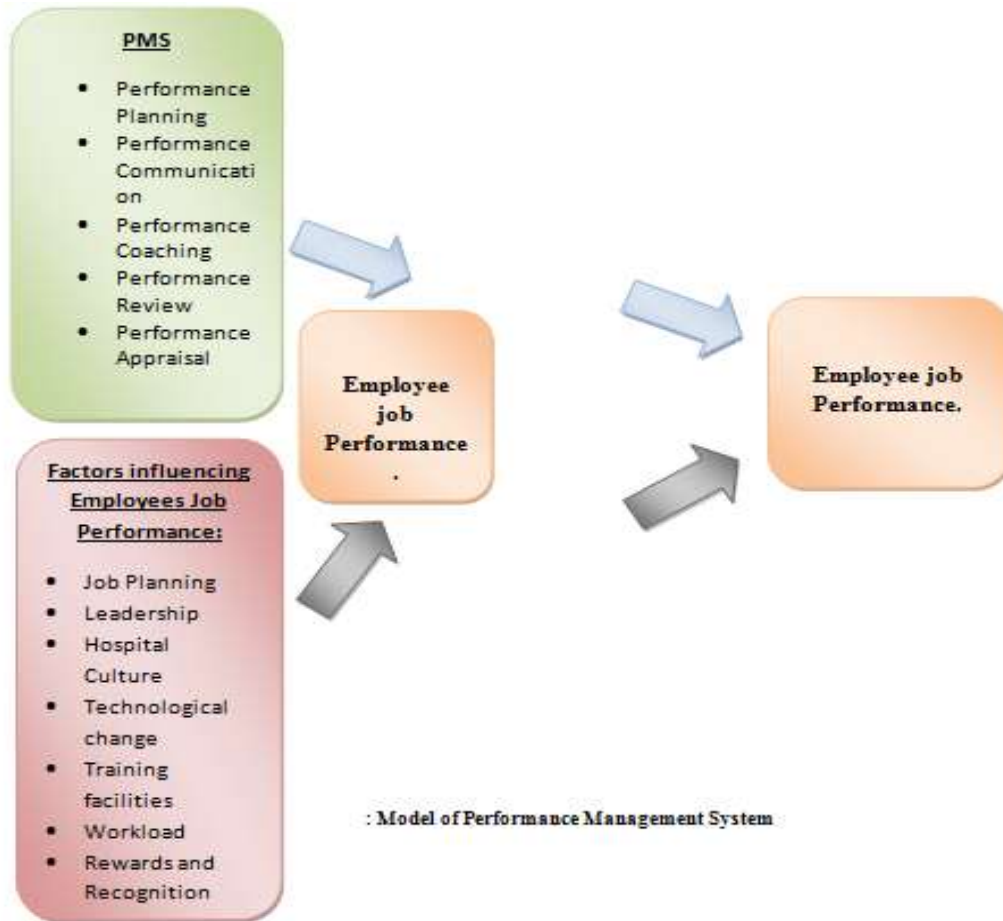
: Model of Performance Management System

Hypothesis:

H_1: There was no correlation between job performance and factors influencing job satisfaction.

H_2: There was no correlation between job performance and performance management system

VII. DATA ANALYSIS AND INTERPRETATION:

The primary data was collected from the selected employees by using a questionnaire. Data collection and Interpretation were done in the form of Tables and Graphs and by using SPSS software, ANOVA, T-test, Descriptive, Correlation were implemented to check whether there is any impact of performance management system on the job performance of the employees and also to check whether the employees are facing any challenges while performing their job. Secondary data was collected from various books, articles and websites.

Table 1

Gender		F	Percent	Valid Percent	Cumulative Percent
Gender		F	Percent	Valid Percent	Cumulative Percent
Valid		8	16.0	16.0	16.0
	Female	42	84.0	84.0	100.0
	Total	50	100.0	100.0	

Interpretation: Out of 50 respondents, 8(16%) were male employees and 42(84%) were Female employees.

Table 2

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	10	20.0	20.0	20.0
	26-30 years	18	36.0	36.0	56.0
	31 to 35 years	18	36.0	36.0	92.0

| 36-40 years | 4 | 8.0 | 8.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Interpretation:

Out of 50 respondents, 10(20%) of the employees were aged below 25 years, 18(36%) of the employees were aged between 26-30 years, 18(36%) of the employees were aged between 31– 35 years, 4(8%) of the employees were aged between 36-40 years.

Table 3				
Marital status				
Marital status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	42	84.0	84.0	84.0
	Unmarried	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Interpretation:

Out of 50 respondents, 42(84%) of the employees were married and 8(16%) of the employees were unmarried.

Table 4				
Education Qualification				
Education Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PUC	15	30.0	30.0	30.0
	Degree	26	52.0	52.0	82.0
	Master degree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Interpretation:

Out of 50 respondents, 15(30%) of the employees have done PUC, 26(52%) of the employees have done Degree, 9(18%) of the employees have done a Master degree.

Table 5				
Designation				
Designation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OPD Assistant	15	30.0	30.0	30.0
	OT Assistant	10	20.0	20.0	50.0
	Pharmacist	4	8.0	8.0	58.0
	Sales Assistant	8	16.0	16.0	74.0
	Administrative Assistant	4	8.0	8.0	82.0
	Receptionist	6	12.0	12.0	94.0
	Optometric Assistant	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Interpretation:

Out of 50 respondents, 15(30%) of the employees were OPD assistants, 10(20%) of the employees were OT assistants, 4(8%) of the employees were Pharmacists, 8(16%) of the employees were Sales assistants, 4(8%) of the employees were Administrative assistants, 6(12%) of the employees were Receptionists, 3(6%) of the employees were Optometric assistants
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Table 6				
Type of Employment				
Type of Employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	50	100.0	100.0	100.0

Interpretation:

Out of 50 respondents, 50(100%) of the employees were Full-time employees.

Table 7				
M-Income				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 15000	33	66.0	66.0	66.0
	15000-25000	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

Interpretation:

Out of 50 respondents, 33(66%) of the employees are getting income below 15000 and 17(34%) of the employees are getting income between 15000 - 25000.

Table 8				
Years of Association				
Years of Association		requency	ercent	/alid Percent	Cumulative Percent
Valid	< 1 Year	4	8.0	8.0	8.0
	1 to 5 years	33	66.0	66.0	74.0
	6 to 10 years	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Interpretation:

Out of 50 respondents, 4(8%) of the employees are having below 1 year of wok experience, 33(66%) of the employees are having 1-5 years of work experience and 13(26%) of the employees are having 6-10 years of work experience.

Statistical Tool:

Descriptive:

Table 25					
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job Planning	50	1.00	5.00	3.0200	1.40683
Attitude and Aptitude	50	1.00	5.00	2.8400	1.40495
Technological Changes	50	1.00	5.00	2.7400	1.56244
Employee's Competition	50	1.00	5.00	2.8400	1.40495
Workload	50	1.00	5.00	2.9200	1.49612
Hospital Culture	50	1.00	5.00	2.9000	1.44632
Leadership Style	50	1.00	5.00	3.1000	1.32865
Training Facilities	50	1.00	5.00	3.1400	1.42871
Valid N (listwise)	50				

Interpretation:

The following results were obtained while ranking the factors, which are influencing the Job performance of the employees;

Training Facility factor emerged as Rank 1 because the mean difference was 3.14. Followed by Leadership style factor emerged as Rank 2 because the mean difference was 3.10. Followed by Job planning factor emerged as Rank 3 because the mean difference was 3.02. Followed by the workload factor emerged as Rank 4 because the mean difference was 2.92. Followed by Hospital culture factor emerged as Rank 5 because the mean difference was 2.90. Followed by Employees competition factor and Attitude & Aptitude factor emerged as Rank 6 because the mean difference for both factors was 2.84. Followed by Technological changes factor emerged as Rank 7 because the mean difference was 2.74.

Correlation:

The below table shows the correlation between employee job performance and factors influencing employee job performance : [H₁]

Table 26		
Correlation (Factors Influencing Employee Job Performance)		ob performance
Job planning	Pearson Correlation	-.013
	Sig. (2-tailed)	.929
	N	50
Technological changes	Pearson Correlation	.155
	Sig. (2-tailed)	.282
	N	50
Workload	Pearson Correlation	.088
	Sig. (2-tailed)	.545
	N	50
Hospital culture	Pearson Correlation	.135
	Sig. (2-tailed)	.349
	N	50
Leadership style	Pearson Correlation	-.129
	Sig. (2-tailed)	.371
	N	50
Training facilities	Pearson Correlation	.042
	Sig. (2-tailed)	.774

	N	50
	Pearson Correlation	.241
Rewards	Sig. (2-tailed)	.092
	N	50

Interpretation:
From the above table following inferences were made:

- The correlation between Job performance and Job planning was negative, r = - 0.013 with P = 0.929, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Technological Changes was, r = 0.115 with P = 0.282, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Workload was, r = 0.088 with P = 0.545, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Hospital culture was, r = 0.135 with P = 0.349, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Leadership style was negative, r = 0.129 with P = 0.371, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Training facilities was, r = 0.042 with P = 0.774, thereby the correlation was significant at 5% levels.
- The correlation between Job performance and Rewards was, r = 0.241 with P = 0.092, thereby the correlation was not significant at 5% levels.

The below table shows the correlation between the employee job performance and components of performance management system:[H$_2$]

Table 27		
Correlations (Components of Performance Management system)		ob performance
Performance Planning	Pearson Correlation	.150
	Sig. (2-tailed)	.297
	N	50
Performance Communication	Pearson Correlation	-.210
	Sig. (2-tailed)	.142
	N	50
Performance Coaching	Pearson Correlation	-.220
	Sig. (2-tailed)	.125
	N	50
Performance Review	Pearson Correlation	**.088**
	Sig. (2-tailed)	.542
	N	50
Performance Appraisal	Pearson Correlation	.171
	Sig. (2-tailed)	.236
	N	50

Interpretation:
From the above table following inferences were made:

- The correlation between Job performance and Performance planning was, r = 0.150 with P = 0.297, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Performance communication was negative, r = - 0.210 with P = 0.142, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Performance coaching was negative, r = - 0.220 with P = 0.125, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Performance review was, r = 0.088 with P = 0.542, thereby the correlation was not significant at 5% levels.
- The correlation between Job performance and Performance appraisal was, r = 0.171 with P = 0.236, thereby the correlation was not significant at 5% levels.

VIII. FINDINGS:
Correlations:
Factors influencing Employee Job Performance;

- There was a negative correlation between Job planning and Job performance, i.e., r value was - 0.013 with a P value of 0.929, whereby the correlation was not significant at 5% levels.
- There was a positive correlation between Technological changes and Job performance, i.e., r value was 0.155 with a P value of 0.282, whereby the correlation was not significant at 5% levels.
- There was a positive correlation between Workload and Job performance, i.e., r value was 0.088 with a P value of 0.545, whereby the correlation was not significant at 5% levels.

- There was a positive correlation between Hospital culture and Job performance, i.e., r value was 0.135 with a P value of 0.349, whereby the correlation was not significant at 5% levels.
- There was a negative correlation between Leadership style and Job performance, i.e., r value was - 0.129 with a P value of 0.371, whereby the correlation was not significant at 5% levels.
- There was a negative correlation between Training facilities and Job performance, i.e., r value was - 0.042 with a P value of 0.774, whereby the correlation was not significant at 5% levels.

Components of Performance Management System;

- There was a positive correlation between Performance planning and Job performance, i.e., r value was 0.150 with a P value of 0.297, whereby the correlation was not significant at 5% levels.
- There was a negative correlation between Performance communication and Job performance, i.e., r value was -0.210 with a P value of 0.142, whereby the correlation was not significant at 5% levels.
- There was a negative correlation between Performance coaching and Job performance, i.e., r value was -0.220 with a P value of 0.125, whereby the correlation was not significant at 5% levels.
- There was a positive correlation between Performance review and Job performance, i.e., r value was 0.088 with a P value of 0.542, whereby the correlation was not significant at 5% levels.
- There was a positive correlation between Performance appraisal and Job performance, i.e., r value was 0.171 with a P value of 0.236, whereby the correlation was not significant at 5% levels.

IX. SUGGESTIONS:

- Salary of the employees has to be periodically assessed.
- Supervisors in the hospital must try to fill up the communication gap between their employees.
- The management must regularly assess the training need of the employees
- As the technological change is a barrier for the employee's job performance, the hospital must regularly provide training facilities for the critical areas or their work.
- As the employees are not having a manageable workload in their workplace the management must try to provide a manageable workload for the employees. So that they can maintain a positive work-life balance
- The employees must be provided with the certain freedom to contribute their opinions with respect to the organizational objectives and goals.
- The hospital must support the employees for their career development.
- The management must regularly provide the appropriate feedback for the employees and must appreciate their work efforts by rewarding them.

X. CONCLUSION:

Performance management system includes a series of activities, which helps to identify, measure and develop the job performance of both individuals and teams. It is a management of both individual performance and organizational performance. From this study it is clear that various factors like lack of training facilities, leadership style, no proper job planning, workload, hospital culture, employees competition, and technological changes are influencing on the job performance of the employees at their workplace, So the management must help them to overcome such factors, which is influencing on their job performance.

The job role of the employees must be decided well in advance, the management must focus on regularly appraising the employees to perform their job effectively, the management must also ensure transparency into the system so that the employees can also come to know about how well they are performing their job, by doing that the necessity of the training can be identified and improved. The management must also follow the process of performance management system effectively to improve both individual and organizational performance. So that, from managing both individual and organizational performance, the hospital can achieve its objectives and goals.

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