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Leveraging Performance Management in Employee Development

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Abstract: Activities that an organisation starts to aid in an employee's overall growth are referred to as employee development. Employee development must be given top attention in any performance management system. Identification of training needs and delivery of necessary training to employees are both included in employee development. Employees would be assisted in acquiring the requisite abilities for the work through well structured training programmes.) Employees should be given ample opportunity by being given more tasks and having their talents recognised. Employees will be able to advance to leadership roles inside their firms because to this. Create a performance improvement strategy for underperforming employees so that you can successfully guide and develop them into high achievers. The performance appraisal is a tool used to evaluate an employee's performance across all performance dimensions on a regular basis. If significant gaps are discovered between the performance that was expected and what was actually delivered, however, training interventions are created to close those gaps, assisting in the growth of the employee.

Key words: Performance Management, Employee Development, Performance Appraisal, Training and Development

Introduction: The return on investment from a performance management system would be favourable if it also prioritised staff development. Employees that have received proper training become more competent and effectively carry out their duties. The objectives they were given as part of the performance planning activity are easily met by them. As their growth is given priority, employees are happier. Better staff engagement and lower attrition will result from this. Within the company, developing leaders aids in succession planning and lowers the associated costs and risks of employing a new employee. The achievement of organisational goals is ensured by providing the tools and removing barriers so that workers may perform their duties efficiently. The majority of businesses use performance management software to streamline the performance appraisal process (self-evaluation, 360-degree feedback, manager's feedback & rating, recommendation, etc.). Performance appraisals are typically conducted once a year.

In addition to increasing employee performance and productivity (Kuvaas, 2006), well-designed HRM practises may also increase employee commitment and have a favourable impact on their attitudes and behaviour. A considerable association between HRM practises and organisational commitment and turnover intention is further supported empirically. The ramifications have a big impact on how firms might gain a competitive edge. Due to performance appraisal and training and development, organisational commitment and employee turnover intention may have a negative impact on the organisations. In summary, it is critical for both employees and organisations to implement good HRM practises because they can increase output and performance. (Vimala Kadiresan, Mohamad Selamat, and Sugumaran Selladurai, 2015)

1. Training and Employee Development

Walters, Kelley & Rodriguez, Joel. (2017), asserts Employees are the company's most significant asset because they are accountable for improving customer happiness and the standard of the goods and services they provide. They wouldn't be able to perform their duties to their full ability without the right training and growth opportunities. Due to their higher levels of job satisfaction, employees who are completely capable of performing their job-related responsibilities tend to stay on the job longer. Training and development is a crucial tool for increasing employee performance as well as their effectiveness, productivity, satisfaction, motivation, and innovation at work. The organisation will be able to maintain its competitive position in the current global market by identifying the appropriate learning opportunities for its employees.

Similarly **Bharthvajan R, S Fabiyola Kavitha (2019)** argued that Training is a technique for enhancing a person's productivity and effectiveness at work by enhancing and updating their professional knowledge, developing skills relevant to their position, and nurturing appropriate behaviour and attitudes toward their work and other people. In some ways, formal education is explicitly training. While training is largely designed to promote understanding, encourage attitude, and impart skills related to a particular vocation, education is primarily concerned with knowledge improvement. It is a continual, lifetime technique. Training is a schedule of activities that has a deadline. As a result, the field of human activity has a customized, specialised discipline of trainers.

Employees will gain from training and development in the form of better positions and a longer career, as well as increased organisational efficiency. Skilled workers will perform better for the company's workers than unskilled ones. The inference we can draw from the explanation below is that training and development will benefit employees by improving their positions and career prospects, as well as by increasing the effectiveness of the company. Skilled workers will perform better for the company's workers than unskilled ones. (**Sumaiya & Sahibzada 2017**)

2. Performance Management

One of the top priorities for firms looking to achieve extraordinary growth has been performance management. If you pay close attention, performance management places a strong emphasis on assessing and enhancing worker performance to support organisational success. The concept of performance management is growing, though, as firms shift toward becoming people-centric, focusing on the development and health of their employees. Now, the emphasis is on an employee development concept that is more all-encompassing and holistic. Performance management is being considered more and more as a continuous process with an end-to-end perspective, emphasising the need to promote an environment where employees have opportunities for professional growth.

How to leverage Performance Management for Employee development

1. Synergize employee and organizational goals

- It is a fact that performance management in its conventional sense revolves around organizational goals. However, most fast growing companies believe in expanding this myopic focus. That's how the approach of the organization tend to move from performance management to employee development. Here, it is vital to create a balance between employee objectives and organizational goals. In the absence of such balance, employee development will not flourish, irrespective of any number of efforts towards achieving organizational goals.
- It is a reality that organisational goals are at the centre of performance management in its traditional sense. However, the majority of rapidly developing businesses support broadening this narrow emphasis. They transition to staff development in this manner from performance management. Here, it's crucial to establish congruence between company and personnel goals. No matter how much work is put into accomplishing organisational objectives, employee growth won't happen without such alignment.
- Organizations should therefore concentrate on explaining their objectives to team members and assisting them in outlining their long-term goals. Using the two mind maps as a guide, managers and

leaders can find areas of overlap and change performance management—which was originally done to support organisational goals—to support employee development.

2. Lay Emphasis on brainstorming

- While it's critical that organisational and employee goals coincide, it's also crucial to encourage group brainstorming to determine the best way to get there.
- When performance management is the only focus, the leadership typically establishes the goals and the plans for achieving them. Since organisational success is the main goal, it is believed that the leadership has the most experience. The employee voice must be included as well, though, in order to extend performance management to employee development.

3. Redesign the feedback process

- Feedback is typically only allowed as part of an annual or biannual event in performance management. Employee development must put a strong emphasis on ongoing feedback if it is to innovate the concept and broaden its application. The concept of constant and comprehensive feedback has several elements.
- First, it's important to receive feedback frequently. To identify and address issues at the start, it should happen at least once per month. You must establish a daily feedback culture if you want to continuously understand the organisational mood and the pulse of the workforce..
- Second, feedback should come from a variety of sources for employee growth. Since employee development involves more than just an individual's productivity, the feedback should first include self-reflection, manager feedback, and peer input.
- Thirdly, a two-way feedback cycle needs to be implemented. While the top-down approach to feedback may be the performance management industry's narrow focus, employee development calls for feedback from all angles.
- This suggests that employees should have the chance and space to express their views on the organization's and their own progress, as well as how those things can be made better. Employee participation in regularly assessing and identifying what is going well and what needs improvement is necessary for employee development.

4. Create new metrics for evaluation

- Based on particular jobs, there are some common performance management criteria, such as productivity and the quantity of agreements closed. These measures frequently place a strong emphasis on company objectives rather than employee professional development. Organizations must broaden the focus, develop new metrics with a more expansive focus, and implement them in order to make the transition to employee development.
- Metrics should concentrate on the employees' learning and development curves from the perspective of employee development. The standard metrics should also be changed to make them more meaningful in order to assess how they ultimately contribute to employee development.
- The conventional performance management metrics should not be abandoned, to put it simply. Instead, new ones should be added that are solely concerned with employee development, and the current ones can be examined further to support staff development.

Conclusion: Employee development is the process by which employees increase their value by strengthening their competencies and developing their skills. Employees are more likely to succeed in their occupations and advance in their careers if their skills and talents are greater. One way for assessing how quickly and effectively a person is improving is performance management. They provide an opportunity to fill training gaps that might cause errors or lower productivity, as well as to identify untapped strengths and interests of the workforce.

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