

# Strategies in Performance Management System” with reference to Government Organisations for Organisational Development

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## Abstract

*This research paper discusses about “strategies ” in Performance Management System. Government Organisations strategise the performance of employees by updation and innovations in Performance Management System. This major objective of the research is to analyze the benefits of innovations and updates in performance management for Organisational Development. The primary objectives of this research is to find out benefits of the innovations and updates in performance management system in government organizations. Statistical Analysis has been performed based on the opinions from employees working in various Government Organizations. Based on the analyzed data, a few factors have been arrived at on “innovations and updates” in government organisation. This paper also emphasizes arriving at the purpose of performance management system which leads to organizational success. This research is descriptive and analytical in nature. Study mainly depends on primary data which has been derived from interviews and questionnaires. However, some secondary sources of data were also used. Sampling is done by “Convenient Sampling Method”.*

*Keywords: Strategies , Performance, Performance Management System.*

## INTRODUCTION

Performance Management System is a process of identifying, measuring, managing and developing the performance of the human resources in an organization. Performance Management System is essential to an organisation for its growth and success. Performance Management System (PMS) helps organisation to align employees, resources and systems to meet Organisational Strategies and Objectives.

Armstrong and Baron (2004) define Performance Management as “a process which contributes to the Effective Management of individuals and teams in order to achieve high levels of Organisational Performance”.

Performance Management System uses the following tools for performance optimization:

- Performance Appraisal
- Reward/Award
- Incentives
- Personal Development Plans
- Coaching/Counselling

Organisations are steered by employee. It is through employees that goals are set and objectives realized. The performance of an organization is dependent on the sum of total performance of its members.

## OBJECTIVES OF THE STUDY

The primary objective of this research is to find out:

a) Whether Innovations and updates are a part in Performance Management System (PMS) in Government Organisations?

b) Whether Innovations and updates in Performance Management System (PMS) accelerate Employees Performance?

(c) Whether Performance Management System (PMS) gives regular feedback about the employees performance to the Management ?

(d) Whether Performance Management System (PMS) motivates an employee to perform ?

(e) Whether Performance Management System (PMS) is a bridge between employee and employer for Organisational Development ?

The major objective is to analyse the benefits of innovations and updates in Performance Management System (PMS) for Organisational Development.

The secondary objective is arrive at factors of changes, innovations and updates in Performance Management System (PMS).

### **STATEMENT OF HYPOTHESIS**

The following hypotheses were tested:

H<sub>1</sub>. There is no significant innovations and updates in Performance Management System (PMS) in organization

H<sub>2</sub>. There is no significant relationship between Performance Management System (PMS) and Organisational Development

H<sub>3</sub>. There is no significant relationship between Performance Management System (PMS) and employee satisfaction

H<sub>4</sub>. There is no significant relationship between Performance Management System (PMS) and Motivation in employees

H<sub>5</sub>. There is no significant relationship between Performance Management System (PMS) and Employee Development.

### **REVIEW OF RELATED STUDIES**

Human Resources of an organization are regarded as a significant asset in terms of skills and abilities. Human Resources are the people who make up the workforce of an organization. Human Resource Management is congrued with management in terms of organizational policy and system. Human Resource management is to ensure that the organization is able to achieve success through people. Human Resource Department in an Organisation are responsible for overseeing employee recruitment and Performance management. Human Resource is the key and tangible asset for any organization. The skill of employees account for 85% of company's assets. Human Resource efficiency and effectiveness determines the pace and growth of the organisations.

Performance is job related activities expected from an employee and how well those activities are executed. Performance can be defined as the ability of an employee to accomplish mission based on the expectations of an organization. All performance produces an output, tangible work in the form of some product, service, or knowledge.

Performance Management is the process of identifying, evaluating and developing the work performance of employees in the organisation, so that organisational goals and objective are more effectively achieved, while at the same time benefitting employees in terms of recognition, receiving feedback, catering for work needs and career guidance. (Laumeyar, 1988)

Performance Management refers to the process to ensure that the organization connects in the mission with the work of employees.

Performance Management involves two related activities in an organization.

a) Evaluating the performance of employees

b) Helping employees to improve

Performance appraisal system is a tool to evaluate the performance of employees.

An effective performance Management System ensures that individual and team goals are aligned with organisational goals so that performance at the individual, team and organizational level are enhanced through effective implementation of HRM practices.

## RESEARCH METHODOLOGY OF THIS STUDY:

**Population for the study**:- Population used in this research is the 185 employees of government organizations. Questionnaires were framed and distributed and collected by the researcher.

**Research Design**:- The present research is objective in nature

**Sample design**:- The specifics of sample design are from government organizations

**Sample size**:- 185 employees

**Sampling Unit**:- Bangalore City

**Sources of Data collections**:- The data was collected from both the primary and secondary sources. Primary data was collected through questionnaire and secondary data was collected from journals, publications, websites and HR department officials of the organizations.

This research used sample of 185 employees of various government organisations. The population was divided into two clusters (a) technical and (b) non technical. Different level of officials from Managers to workers were selected randomly. Male and Female officials were selected randomly based on their age to make this analysis fitting to socio-demographic factors.

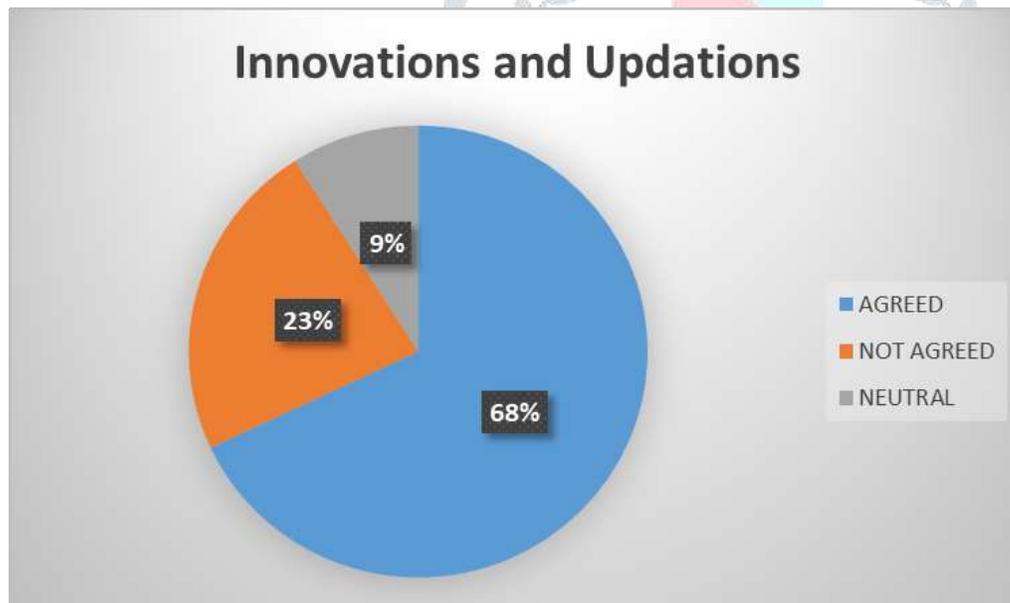
S.NO	DETAILS	CRITERIA 1	CRITERIA 2	CRITERIA 3
1.	AGE	LESS THAN 30 YEARS (36%)	ABOVE 30 YEARS LESS THAN 50 YEARS ( 34%)	ABOVE 50 YEARS (30%)
2.	GENDER	MALE (58%)	FEMALE (42%)	
3.	CATEGORY	TECHNICAL (41%)	NON-TECHNICAL ( 59%)	

## DATA ANALYSIS AND INTERPRETATION

The collected data's are presented in the form of tables, charts and graphs, to provide a clear thought of the information.

**TABLE - 1**

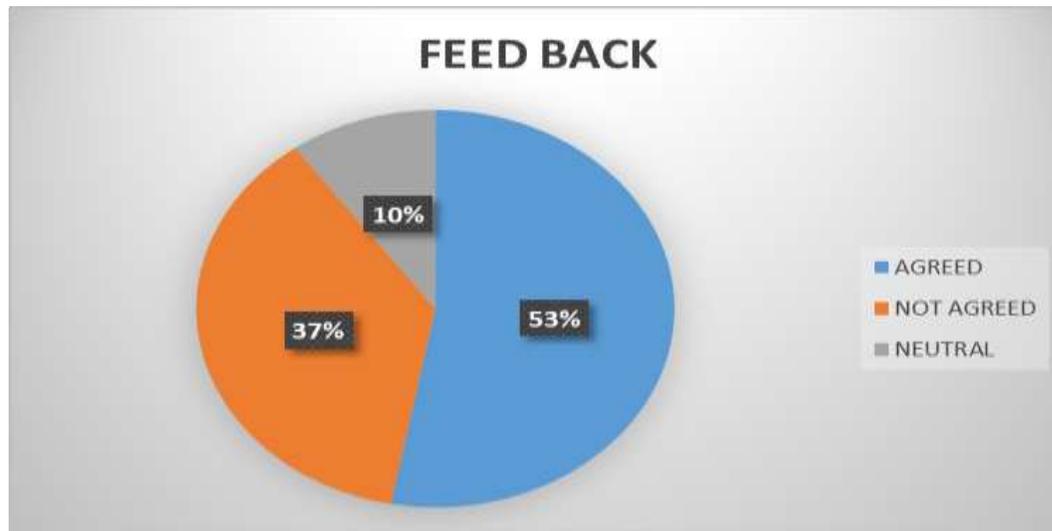
Innovations and Updatatons are part of Performance Management System (PMS) in Organisation.



It was established that 68% of the population agreed and 9% neither agreed nor disagreed with and 23% disagreed that Innovations and Updatatons are part of Performance Management System in Organisation.

**TABLE - 2**

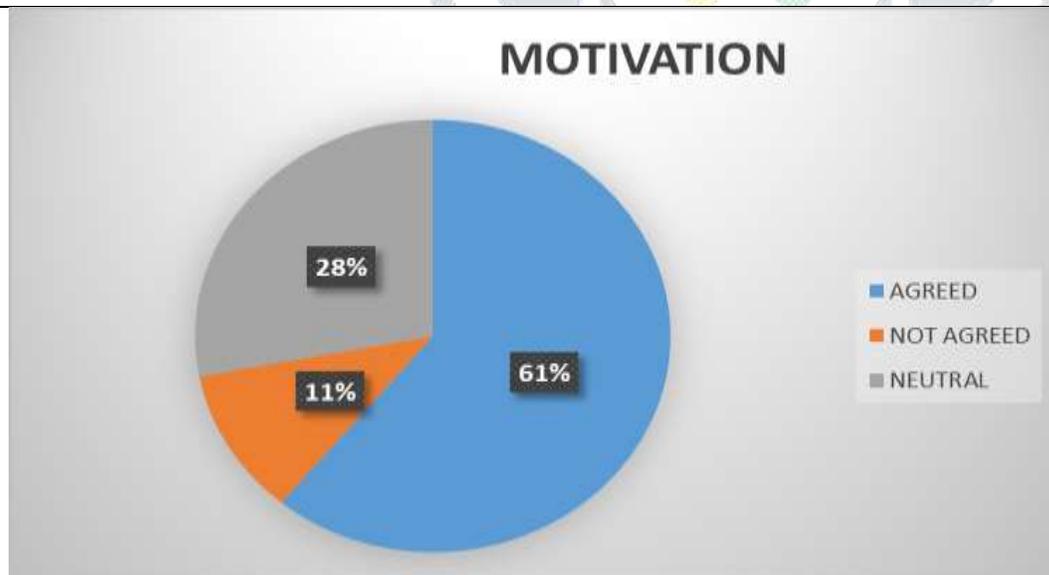
Performance Management System (PMS) gives regular feedback about the performance of the employees to the Management.



It was established that 53% of the population agreed and 10% neither agreed nor disagreed with and 37% disagreed that Performance Management System (PMS) gives regular feedback about the performance of the employees to the Management.

**TABLE - 3**

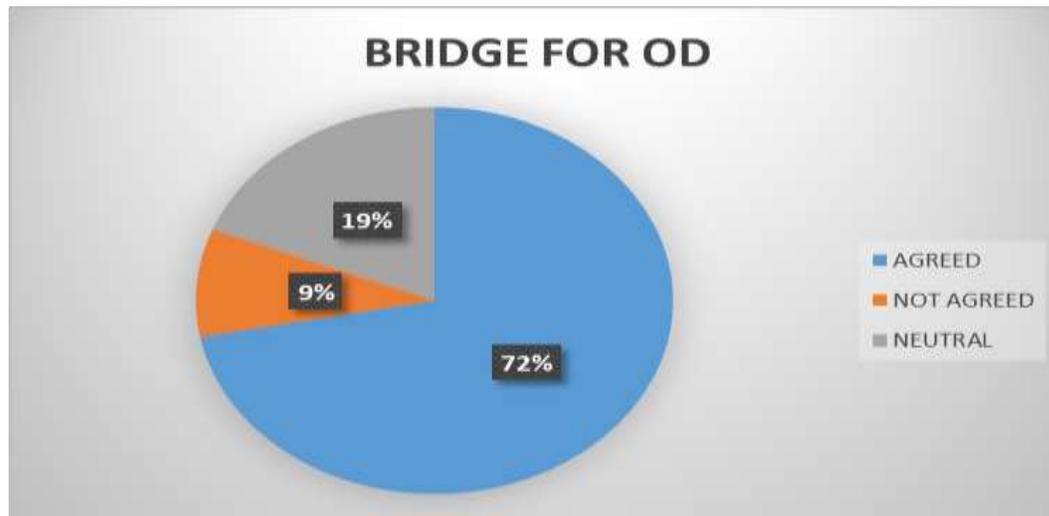
Motivation to perform is increased in because of Performance Management System (PMS)



It was established that 61% of the population agreed and 28% neither agreed nor disagreed with and 11% disagreed that Motivation to perform is increased in because of Performance Management System (PMS).

**TABLE - 4**

Performance Management System (PMS) is a bridge between employee and employer for organizational development.



It was established that 72% of the population agreed and 19% neither agreed nor disagreed with and 9% disagreed that Performance Management System (PMS) is a bridge between employee and employer for organizational development

### **FINDINGS OF THE RESEARCH STUDY:**

Performance Appraisal System is a tool to measure performance of the employees and the organization to check the progress towards the desired goals and aims

<b>TRADITIONAL METIODES OF PAS/PMS</b>	<b>MODERN METHODS OF PAS/PMS</b>
Essay appraisal method	Assessment centre
Straight ranking method	Behaviourally Anchored Rating scales
Critical Incidents method	Human resource accounting method
Graphic rating scale	360 degree performance appraisals

Government Organisations exists for the people and Human Resources are their Major Asset. Government Organisations are responsible for public money and end aim is Public Interest.

Government Organisations	Private Organisations
Service oriented	Profit oriented
Welfare of citizen is main objective	Profit maximization is the main objective
Job security , Job policies and ethics are primary factors than Performance aspects	If performance of an employee is not up to the mark, can be removed from the organization.
Employees are the assets of Government Organisations.	Workers came and go but for better prospects

### STEPS IN Performance Management System

- ▶ Step-1: Communication to the employee about organisational goals and targets.
- ▶ Step-2: Performance Appraisal
- ▶ Step-3: Communication to the employee about appraisal
- ▶ Step-4: Identification and resolving issues
- ▶ Step-4: Working out strategy for performance optimisation
- ▶ Step-5: Guidance – Coaching – Training
- ▶ Step-6: Application of Motivation factors
- ▶ Step-7: Performance Optimisation

### Recent trends in PMS

1. Finding the Leverage and Developing Trust.  
Extending trust to employees improves performance in an organization.
2. Continuous Performance Management will catch on present employees desire, authentic relationships with managers and opportunities for development
3. Employees experience continuous to be a thing.  
Employee experience concept is gaining traction and has shown and has shown to improve employee involvement and commitment with the organisation.

4. People analytics will become essential.  
Organisations can collect more and better data on performance, team interaction, well being and employee feedback, managers can make more informed decisions and improve the overall employee experience.
5. Increased focus on Individuals employee support. In future more managers will change their management strategy to take a personalized approach to motivating individuals to help them meet their performance goals, which in turn will boost team performance.
6. A streamlined approach to learning and employee development. Organisations are moving toward micro learning, which are short, informal, self-directed and mobile optimized content on single topics. “When we allow employees to do what they do best, it makes your team more innovative and productive”
7. Rethinking Job roles will increase employee growth and development. Organization move to what is called ‘JOB CRAFTING’ which are job roles built around an employee’s Strengths and Interests.

OLD METHOD	NEW METHOD
Organisations treated the appraisals as confidential	Organisations are not treating the appraisals as confidential
Organisation did not reveal the outcome of performance appraisal to the employee	Organisation reveal the performance appraisal to the employee
No Motivational factors Except salary and increment	Awards, Incentives introduced

This study clearly illustrates that:

- a) There is significant Innovation and updates in Performance Management System (PMS) in an organization.
- b) There is significant relationship between Performance Management System and Organisational Development
- c) There is significant relationship between Performance Management System and employee satisfaction.
- d) There is significant relationship between Performance Management System and Motivation in employees.
- e) There is significant relationship between Performance Management System and employee development.

## **CONCLUSION:**

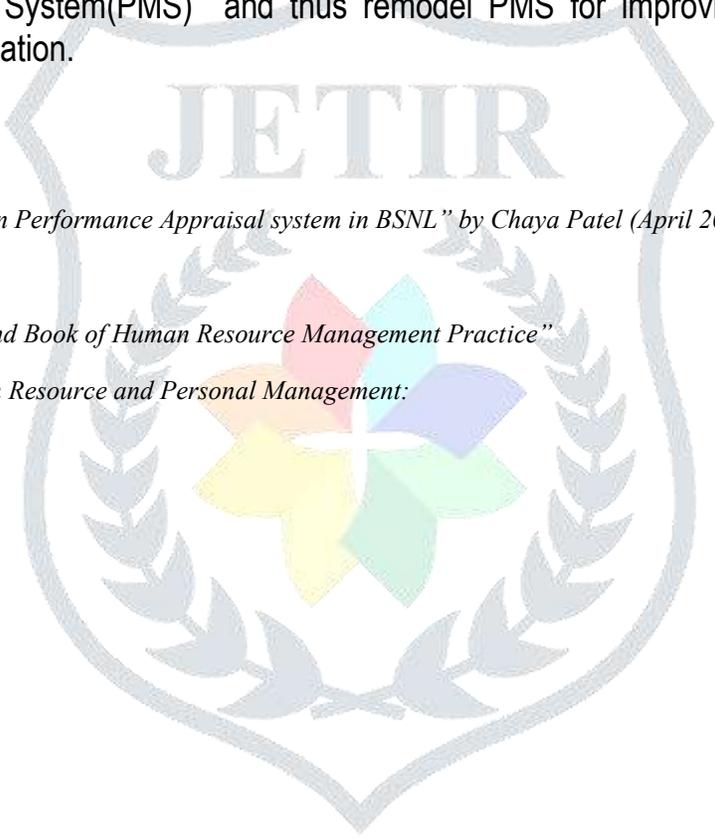
Performance Management System(PMS) is an Important aspect of Human Resource Management System

Although organizations are jumping on the bandwagon of new and innovative methods of Performance Management System(PMS), it is still prudent to focus on the research findings and to utilise scientific principles in developing a Performance Management System(PMS) that is effective for an organization

There is a positive relationship between Performance Management System (PMS) and Individual performance for Organisational effectiveness. Inequalities in recruitment with reference to the race, gender and disabilities shall be addressed by “INNOVATIONS AND UPDATES” in Performance Management System(PMS).

The research outcomes and considerations indicate that stratigise “INNOVATIONS AND UPDATES” in Performance Management System(PMS) and thus remodel PMS for improving the performance of an individual, team and organization.

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- v) b) <http://www.hr.rpi.edu/>
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