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A STUDY ON EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM AT DANLY(INDIA)PVT LTD.

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ABSTRACT
Performance management system offers organizations numerous benefits .such a system can rarely exploit their full potential in practice. The implementation of PMS can change of the organization. By considering change management and involving employees in the development process for chances of success of the PMS. This model includes several tools,which enable the organization to involve   their employees in the development process and increase the understanding of the system, thereby, commitment towards PMS can be enhanced.

Keywords: *Implementation, performance, management system.*

1. INTRODUCTION

Performance management system is one of the key area in the human resources of each company. It helps organization achieve their goals by tracking and improving performance. It support other HR function such as compensation and reward, strategic HR and learning and development. Performance management system helps organization achieve strategic objective by maintaining and developing employees' performance. A well implemented PMS is lead to higher employee engagement and a more committed workforce. Performance management as process though which managers ensure that employees' activities and output are congruent with the organizations goals. In school, teachers and their supervisors being the PMS process by entering into annual performance agreements. Performance evaluation is done in often unsystematic way. But in organizations in a systematic and planned manner have achieved wide spread popularity in recent year.

2. LITERATURE REVIEW

SharmisthaBhatachajee and SantoshiSengupta (2011) Studied that employees are the most valuable and dynamic assets of an organization. For achieving the strategic objectives of sustained & speedy growth, managing human resource has been featured as a vital requirement of the business, accessing existing competence in the organization and bridging the Gab between the two. HR practices are crucial for any Organization .Every phase from recruitment to exit interview is under the HR department. It is a challenge to monitor the entire cycle of define cycle of defining the competence requirement of the business, accessing existing competence in the organization and bridging gab between the two. In a manufacturing industry, with every technical advancement business opportunities can show up. These opportunities can be converted into business success only with performance alignment and competence management.

Schraeder& Jordan (2011) argued that in order to improve the overall effectiveness of performance management program, the key performance expectations should be clearly defined in employee's job descriptions and should be expressed in the methods used to measure Performance. They both Argued that the idea is to express the expectations clearly about the tasks to be performed in employee job descriptions and then measure them as a component of the PMS. Hence, it generates a direct link between job description and employee's performance plans. However, the most common challenges is to regularly update job descriptions.
Leena Toppa, Twinkle Prusty (2012) informs that performance appraisal and performance management were one of the emerging issues since last decade. Many organizations have shifted from employees' s performance appraisal system to employees performance management system.

According to Sahoo and Mishra (2012), a performance management system consists of clear definition of job description, Proper selection process, performance standards, measurement techniques and result, training & development, mentoring and feedback, performance development etc. it also includes the effective appraisal

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system, compensation and recognition system in the organization. Effective performance management system provides benefits not only to organization but also to the employees. performance management system is a tool used by organization to guide performance behavior of the employees in alignment to the organization strategy. It is learning and development (CIPD 2010).The researchers went on to stress thatt performance management system is a strategy which relates to every activity of the organization set in the context of its HR policies, its culture and communications system.

Marobela and Anrae-marobela(2013) The rigidity universality of the PMS system make it less suitable to an education setting. Performance targets are agreed and sealed at the start of a performance year and teacher are expected to implement their performance plan with little or room for flexibility and innovativeness.

Agyemang& Ryan (2013) examines organizational change process that occur when accountability demands from powerful external stakeholders change. It investigates, firstly, whether these external accountability demands impact on the performance management system of two different types of organization. Secondly, it considered whether the goals for improved performance contained within the external accountability demands are realized. In the public sector case study, the organizations tended to reorient their performance management system towards the external accountability demands; whilst in the private sector organization, pressures from failing share prices forced managers to focus their decision making on the preferred performance measure contained in shareholders ' accountability demands.

Franco-Santos, Rivera & Bourne, (2014) The performance is a multi-dimensional and ambiguous concept. At work, individual are said to perform when they are able to achieve the objectives established by management. Organizations are thought to perform (or to be successful) When they meet the requirement of their stakeholder or customers and when they are more effective and efficient than their competitors.

Harrington & Lee (2014) The performance management to be effective, it must be perceived to be fair by the employees. If not the system may always be looked upon with suspicion or as a wasteful exercise. A single item scale has been used to measure the perceived fairness in the performance management system.

Kim and Ployhart (2014)Using 359 firms with over 12years of longitudinal firm level profit data, Suggest that selective staffing and internal training directly and interactive influence firm profit growth through their effect on labour productivity Similarity, by using panel data to examine the potential casual order between HPWP system and firm performance in small business find a positive significant relationship between HRM and performance, even after controlling for the past performance. Hence, overall, we hypothesise that;

Neeti and Santhosh .c (2015) Studied that employees have good knowledge of performance appraisal and have a positive attitude towards it as their promotion is purely based on performance appraisal and the ratings help to fix increments. During the course of study suggestions came from the employees for the need of counseling. Performance appraisal should be made more transparent and rationale.

3. OBJECTIVES OF THE STUDY

- To know about the factors influencing the performance of the employees.
- To analyses the association between performance management system of the   company and organizational effectiveness.
- To suggest out the understanding between superior and subordinate at the time of appraisal interview.
- To study about helps to assess on employees performance which relies ability, skills, and talent.

4. RESEARCH METHODOLOGY

The DESCRIPTIVE RESEARCH is the research type of this study as this attempt to describe the characteristics and behavior of a particular population in a systematic and detailed manner.

This survey method is chosen as it is used to access the opinions and feelings of the sample in specific manner. sample size is 130.The research collect data from two sources primary data and secondary data. Tools used for

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data collection is questionnaire primary data was collected using structured questionnaire distributed to the 130 respondents .secondary data were collected from journals and online articles. Tools used for data analysis were Chi-square, anova test, correlation was applied in this study to reveal relationship among variables from the data.

Research Hypothesis of the study

- (H_1)-There is a significant relationship between Experience with performance appraisal focuses on achieving goal.
- (H1)-There is significant relationship between Gender and performance management system is helpful for reducing grievance among the employees.
- (H1)-There is significant relationship between Qualification and superior encourage motivates the performance of appraisal
- (H_1)-There is a significant relationship between Age with organization provides training after performance appraisal focuses on achieving organizational goal
- (H_1)-There is significant relationship between Experience and Trainers are having good knowledge and ability
- (H_1)-There is significant relationship between age and organization provides training after performance appraisal when necessary
- (H_1)-There is significant relationship between Age and performance management system helps to develop a better understanding between superior and subordinate to perform more effective
- (H_1)-There is a significant relationship between Qualification and good understanding between superior and subordinates
- (H_1) –There is a significant relationship between experience and superior encourage worker when they did a good job.

HYPOTHESES TESTING
Correlation

Consideration of employees performance with To what extent do training and development programmers help in improving your performance	X	Y	XY	X	Y*
	48	44	2112	2304	1936
	21	56	1176	441	3136
	22	30	660	484	900
	40	0	0	1600	0
	130	130	3948	4829	5972

$$r = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} = 0.734$$

Conclusion :From the a above table it is concluded that the r value 0.734 indicates a moderate positive relationship between consideration of employees performance and to what extent do training and development programmers help in improving performance.

correlation

Superior guidance with superior encouragement	X	Y	Xy	X*
	9	36	324	81
	8	56	448	64
	6	8	48	36
	64	17	1088	4096
	43	13	559	1849

$$r = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} = 14.161$$

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Conclusion: From the above table it is concluded that the r value is 14.161 indicates a moderate positive relationship superior guidance with superior encouragement.

Correlation

Performance management system is helpful for reducing grievance among the employees with superior motivates the performance of employees	X	Y	XY	X*	Y*
	8	36	288	64	1296
	7	56	392	49	3136
	13	8	104	169	64
	45	17	765	2025	289
	57	13	741	3249	169
	130	130	2290	5556	4954

$$r = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}} = 0.4365$$

Conclusion:

From the above table concluded that the r value is 0.4365 indicates a moderate relationship between performance management system is helpful for reducing grievance among the employees with superior motivates the performance of employees

Chi-square

Experience with Performance appraisal focuses on achieving goal

Degree of freedom=(R-1) (C-1)(4-1) (5-1)3×4=12

Table value=21.3

Calculated value=642.548

Table value< calculated value

Result

H_o is rejected

H_1 is accepted

Conclusion:(H_1)- The calculated value is lesser than table value in chi-square table so H1 is accepted. There is a significant relationship between Experience with performance appraisal focuses on achieving goal

Chi-square

Age and organization provides training after performance appraisal focuses on achieving organizational goal

Degree of freedom=(R-1) (C-1) (4-1) (5-1)3×4=12

Table value=21.3

Calculated value=63.814

Table Value<Calculated value

Result

H_o is rejected

H_1 is accepted

Conclusion:(H_1)- The calculated value is lesser than table value in chi-square table so H1 is accepted. There is a significant relationship between Age with organization provides training after performance appraisal focuses on achieving organizational goal

Chi-square

Gender and performance management system is helpful for reducing grievance among the employees

Degree of freedom=(R-1) (C-1)(5-1) (2-1)4×1=4

Table value=9.488

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Calculated value=6.887
Table Value>Calculated Value
Result
H_1 is accepted
H_o is rejected

Conclusion:(H1)- The calculated value is lesser than table value in chi-square table so H1 is accepted.There is significant relationship between Gender and performance management system is helpful for reducing grievance among the employees
Chi- square
Qualification and training programs are effective for individual an organization development
  Degree of freedom
(R-1) (C-1)(3-1) (5-1)2×48
Table value=15.499
Calculated value=58.886
Table value<Calculated Value
Result
H_o is rejected
H_1 is accepted

Conclusion: (H_1)- The calculated value is lesser than table value in chi-square table so H1 is accepted. There is a significant relationship between Qualification and training programs are effective for individual an organization development
Chi-square
Experience and Trainers are having good knowledge and ability
  Degree of freedom(R-1) (C-1)(4-1)(5-1)3×412
Table value=15.499
Calculated value=14
Calculated value<table value
Result
H_1 is accepted
H_o is rejected

Conclusion: (H_1)- The calculated value is lesser than table value in chi-square table so H1 is accepted. There is a significant relationship between Experience and Trainers are having good knowledge and ability
ANNOVA Table

Age and The organization provides training after performance appraisal when necessary	Source of variation	Sum of square	Degree of freedom	Mean of square	F-Ratio	F-test for 5%
	Between sample	506.5	c-1=>5-1=4	506.5/4=126.7	126.7/108.83	F(4,15)
	Wit in sample	1632.5	N-1=>20-5=15	1632.5/15=108.83		
	Total	2139	29		1.1642	3.06

Degree of freedom
V1=4
 V2=15

 Table value=3.06
Calculated value=1.1642
Table value>Calculated Value
H_1=accepted
 H_o=Rejected

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Conclusion: H1 - The calculated value is lesser than table value in ANOVA table so H1 is accepted. There is a significant relationship between age and organization provides training after performance appraisal when necessary

ANNOVA Table

Age and performance management system helps to develop a better understanding between superior and subordinate to perform more effective	Source of variation	Sum of square	Degree of freedom	Mean of square	F-Ratio	F-test for 5%
	Between sample	918	c-1=>5-1=4	918/4=230	230/9	F(4,15)
	With in sample	131	N-1=>20-5=15	131/15=9		
	Total	1049	29		25.555	3.06

Degree of freedom
V1=4
V2=15
Table value=3.06
 Calculated value=25.555

Table value<Calculated value

H_o=Rejected
 H_1=accepted

Conclusion: (H_1)- The calculated value is lesser than table value in ANOVA table so H1 is accepted. There is significant relationship between Age and performance management system helps to develop a better understanding between superior and subordinate to perform more effective

ANNOVA Table

Qualification and superior encourage motivates the performance of appraisal	Source of variation	Sum of square	Degree of freedom	Mean of square	F-Ratio	F-test for 5%
	Between sample	1018	c-1=>5-1=4	1018/4=255	255/302	F(4,10)
	Wit in sample	3022	N-1=>15-5=10	3022/15=302		
	Total	4040	14		0.84437	3.48

Degree of freedom
V1=4
 V2=10
 Table value =3.48
Calculated value=0.84437
$H1_1$= accepted H_o=rejected
Table value>calculated value

Conclusion: (H1)- The calculated value is lesser than table value in ANOVA table so H1 is accepted. There is a significant relationship between Qualification and superior encourage motivates the performance of appraisal.

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ANNOVA Table

Qualification and good understanding between superior and subordinate	Source of variation	Sum of square	Degree of freedom	Mean of square	F-Ratio	F-test for 5%
	Between sample	114	c-1=>5-1=4	114/4=29	29/4.7=6.1702	F(4,10)
	Wit in sample	47	N-1=>15-5=10	47/10=4.7		
	Total	161	14		6.1702	3.48

Degree of freedom
V2=4
V2=10
Table value=3.48
Calculated value=6.1702
Table Value<calculated value
H_o=Rejected
H_1=accepted

Conclusion: (H_1)- The calculated value is lesser than table value in ANOVA table so H1 is accepted. There is a significant relationship between Qualification and good understanding between superior and subordinate

ANNOVA Table

experience and superior encourage worker when they did a good job	Source of variation	Sum of square	Degree of freedom	Mean of square	F-Ratio	F-test for 5%
	Between sample	353	c-1=>5-1=4	353/4=88.25	88.25/11.3=	F(4,10)
	Wit in sample	113	N-c=>15-5=10	113/10=11.3		
	Total	466	14		7.8097	3.48

Degree of freedomV1= 4 V2= 10
Table value= 3.84
Calculated value=7.8097
H_o=Rejected
H_1=accepted
Table Value<calculated value

Conclusion: (H_1) – The calculated value is lesser than table value in ANOVA table so H1 is accepted. There is a significant relationship between experience and superior encourage worker when they did a good job.

5. FINDINGS OF THE STUDY
- The 80% of respondents are the male.
- The prominent part of 46% of the respondents belongs to the 26-35 years age category.
- The 49% of the respondents have completed degree level in education.
- The 45% of the respondents are paid up a salary between 10000-20000 rupees.
- The 45% of the respondents are having 4-6 years of experience.
- The 45.3% of the respondents are the strongly agree with their salary.
- The 31% of the respondents are strongly agree of their promotion.
- The 34% of the respondents are strongly agree with the training provided by the company.

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- The 47% of the respondents are agree with the reward provided by the company.
- The 47% of the respondents are agree with the award provided by the company.
- The 52% of the respondents are agree with the Recognition provided by the company
- The 58% of the respondents are agree with their performance appraisal focuses on achieving organizational goal.
- The 38% of the respondents are agree with their company effective of 360^0 performance appraisal
- The 37% of the respondents are disagree the training after performance appraisal of the company
- The 42% of the respondents are agree the company providing improving effective training after performance appraisal of the company
- The 44% of the respondents are strongly disagree performance management system is helpful for reducing grievance among the employees
- The 28% of the respondents are agree of their good understanding between superior and subordinate
- The 49% of the respondents are disagree with their company superior guidance.
- The 43% of the respondents are agree superior encouragement of their company.
- The 52% of the respondents are agree of their Superior motivates the performance of employee in an organization.
- The 55% of the respondents are strongly agree with their performance management system helps to develop a better understanding between superior and subordinate.
- The 65% of the respondents are strongly agree with their performance appraisal motivates the self development of the company
- The 43% of the respondents are strongly disagree effective of training program provided by the company.
- The 43% of the respondents are agree with their training are having good knowledge and ability.
- The 46% of the respondents are supervisors are evaluation the performance appraisal with their company.
- The 37% of the respondents are skill knowledge is consideration of employees performance.
- The 43% of the respondents are to some extent with the training and development programmers help in improving their performance.

6. SUGGESTIONS

- The employees are not satisfied with the salary, promotion opportunities, training provided in the company. Hence an effective system of opportunities should be provided with acceptable level of salary like to company.
- The 360^0 performance appraisal procedure is not very effective among most of the employees. Therefore, the management should consider an another effective performance appraisal strategy.
- One performance appraisal Program should not be designed to solve a countless purposes; Administrative and development, as it can vague and is difficult. The solution is to separate.

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