



Study of Effectiveness of Human Resource Performance Management System in IT Company with special reference to Harman Connected Services Ltd., Bangalore

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(Received 15 January, 2021, Accepted 27 March, 2021)

(Published by Research Trend, Website: www.researchtrend.net)

ABSTRACT: In this study the operative function of performance management system is analyzed with the contribution of employees and their opinion about the function performed by the employees. Also, the opinion of respondents about the function performed by the HR Department in Harman Connected Services Ltd, Bangalore. So in this research paper, an effort has been made to study the effectiveness of a performance management system (PMS) and to give suggestions for improvement of the process of PMS in the organization. The study is focused on all the components of PMS i.e. performance planning, performance analysis, performance review & discussion and performance improvement of the employees.

This study makes a contribution by making all the organisations more aware of the performance management process in detail and implementing it to contribute to the organisation's success.

It is a descriptive type of research, simple random sampling was adopted, and self-prepared, structured questionnaire with the five point Likert scale was used to collect the primary data. The limitation of the study is that it is applicable to Harman Connected Services only, not other IT companies. The data is analyzed through percentage analysis.

From these inferences were drawn, and it is found that most of the respondents feels that the performance management system of the organization is comfortable and satisfactory. It is found that they are enriching their knowledge with appraisal system. Also, the areas of PMS where further improvement can be done. So it is concluded that the performance management can be improved further as it is the only way to increase the employee's loyalty index in order to keep them satisfied, as happy minds function best.

The practical implication of the study is that the managers involved in the PMS implementation will use these as a guide to be more informed to avoid repeating the same mistakes

The implication of the study is that an effective performance management system can be used for individual and organizational growth. The necessary findings are made and suggestions were given.

Keywords: Performance management system, performance appraisal, Performance measurement, employee performance, performance

I. INTRODUCTION

A. Introduction of Performance Management System

The success of any organization depends on the performance of employees or the human resources [1]. The role of HR in the present scenario has undergone a sea change and its focus is on evolving such functional strategies which enable successful implementation of the major corporate strategies. In a way, HR and corporate strategies function in alignment. Today, HR works towards facilitating and improving the performance of the employees by building a conducive work environment and providing maximum opportunities to the employees for participating in organizational planning and decision making process.

Performance management is the need in the current times of extremely competitive world. Performance management system encompasses activities such as joint goal setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements [3]. Performance management system is tool which is used to

communicate the organizational goal to the employees individually, allot individual accountability towards that goal and tracking of the progress in the achievement of the goals assigned and evaluating their individual performance. Performance management is a systematic process by which the organisational performance can be improved by focusing and improving the performance of individuals within a team framework. It is way by means of which the superior performance can be promoted by communicating expectations, defining roles within a required competence framework and establishing achievable benchmarks.

The research problem of the study is the effectiveness of the PMS system in Harman Connected Services Ltd. The process of performance management has been studied by various other researchers but still there was a gap. The components of PMS were not studied in detail which becomes the drawback of the previous studies. The advantage of the study is that the PMS process in Harman Connected Services Ltd. will be focused more and it will help in many HR practices like job satisfaction, attrition, retention etc. Kumar *et al.* (2017) stated that the implication of the study is that an effective performance management system can be used for individual and organizational growth [7].

B. Components of Performance Management system

i) Performance Planning. Performance planning is the first important component of performance management process which forms the basis of performance appraisals. Performance planning is jointly done by the appraise and also the review in the beginning of a performance session. During this period, the employees decide upon the goals and the KPA's (key performance areas) which can be performed over a year within the performance budget, and it is finalized after a mutual discussion and agreement between the reporting officer and the employee [4].

ii) Performance Appraisal/Analysis. The appraisals are normally performed twice in a year in an organization in the form of mid reviews and annual reviews which is held in the end of the financial year. In this process, the appraise first gives the self-filled up ratings in the self-appraisal form and describes his or her achievements during the period of time in quantifiable terms. The final ratings are provided by the appraiser after the self-appraisal for the quantifiable and measurable achievements of the employee being appraised [4].

iii) Performance Review and Discussion. Feedback on the Performance followed by personal counseling and performance facilitation. This is a very vital component as it will determine the work motivation of an employee. During this stage, an employee is publicly recognized for good performance and is rewarded. This stage is very sensitive for an employee as this may have a direct influence on the self-esteem and achievement orientation. Any contributions duly recognized by an organization helps an employee in coping up with the failures successfully and satisfies the need for affection.

iv) Performance Improvement Plans. In this stage, fresh set of goals are established for an employee and new deadline is provided for accomplishing those objectives. The employee is clearly communicated about the areas in which the employee is expected to improve and a stipulated deadline is also assigned within which the employee must show this improvement. This plan is jointly developed by the appraise and the appraiser and is mutually approved.

C. Objectives of the study

- a) To study the existing performance management system in Harman Connected Services Ltd, Bangalore
- b) To provide some meaningful suggestions to the organization to improve, modify or change in the existing performance management system.

1.4 Limitations of the study

- i) The research study is limited to one organisation only i.e. Harman Connected Services Ltd, Bangalore
- ii) The research study is also limited to the area of performance management system in the IT organisation.

II. REVIEW OF LITERATURE

Gupta & Upadhyay, (2012) stated in their study that there is strong correlation between effectiveness of PMS and employee satisfaction. There is moderate correlation between effective PMS and employee organization commitment. Also there is a moderate correlation between job satisfaction and employee commitment. Therefore, the organizations should focus on developing ways to make the PMS effective as it will pave way for building the employee satisfaction. Commitment of an employee would increase by increasing the satisfaction level of employee but the proportional increase would not be there. Therefore we can recommend that the cure for all the management issues like high attrition, commitment and satisfaction can be enforcing ways to make the performance management system effective. It would not guarantee the success but definitely it would help to sort out the issue of low satisfaction and commitment. Though Performance management system effectiveness is not the only source of making the employee satisfied but it is considered to as a major factor affecting employee satisfaction [5].

Noronha, *et al.* (2016) stated that performance management system is an important tool in measuring and managing the performance of individuals as well as the teams in the organisation. An organization cannot ignore the performance of the individuals and the teams for its improvement. A PMS should be designed keeping in mind all the hurdles that may come in its way during the implementation. A strong bond and cooperation by all the

stakeholders will definitely contribute to the success of the PMS and thus contribute to the success of the organization [9].

Bagul, (2014) in his research has said that both the appraises and appraisers expectation from Performance appraisal system are the same i.e. "Determination of Promotion or Transfer" and "Salary Administration and Benefits". Hence a good performance appraisal system can satisfy needs of both the appraiser and appraise. So, the performance appraisal process would be framed in such a way that the appraiser would be able to analyze the contribution of the employee to the organization periodically and all the employees who have been performing well would be rewarded suitably either by an increase in the salary or a promotion. Through this the appraiser can also motivate the employees who felt that they had no growth in the organization and serves the purpose of employee development. Thus performance appraisals can be used as a significant tool [2].

Jansirani, *et al.* (2013) found in their study that the performance appraisal technique prevailing in the organization is fair. Employees are satisfied with the present performance appraisal system that is a traditional one. As many new appraisal techniques are emerged, the organization can implement an effective modern technique. The welfare measure of organization is at par with the company policies and has brought a great sense of involvement in work among the employees of the organization. If the suggested measures are taken into consideration it will help to increase the effectiveness of performance appraisal system [6].

Kumari, (2016) stated that the performance management system is an integral part of an organization to measure, motivate, and improve the performance of the whole organization. It also helps to focus on the goals of the organization towards specific predetermined objectives for an organizational culture. The organisations must find out and develop unique retention strategies to retain the employees. An established formal communication would give the organizations an additional competitive advantage [8].

III. RSEARCH DESIGN AND METHODOLOGY

Sample design: Descriptive research is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. So, descriptive research is used by the researcher in this study.

Sample Size: The sample size taken by the researcher is 30 for this study. The employees of different levels of IT company Harman Connected Services were chosen as a sample size.

Sample Technique: Simple random sampling is used by the researcher in this study.

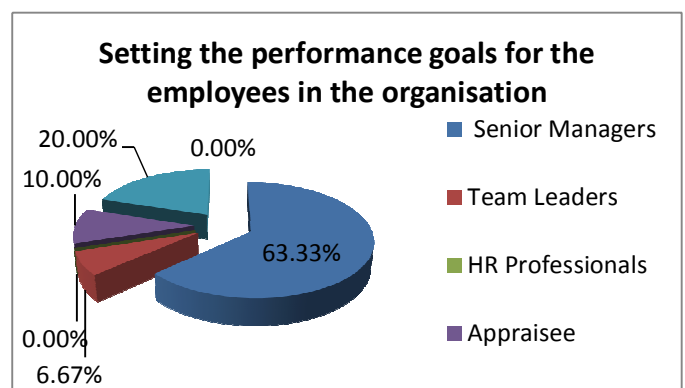
Methods of data collection: Both primary and secondary data collection is used for the study. A questionnaire of 30 questions is used to collect the first hand data from the employees of Harman Connected Services. The secondary data is collected from various websites, journals, books etc.

Analysis Technique: Descriptive statistics is a branch of statistics that aims at describing a number of features of data usually involved in a study. The main purpose of descriptive statistics is to provide a brief summary of the samples and the measures done on a particular study. Percentage Analysis is used in this study.

IV. DATA ANALYSIS & INTERPRETATION

A. Setting the performance goals for the employees in the organisation

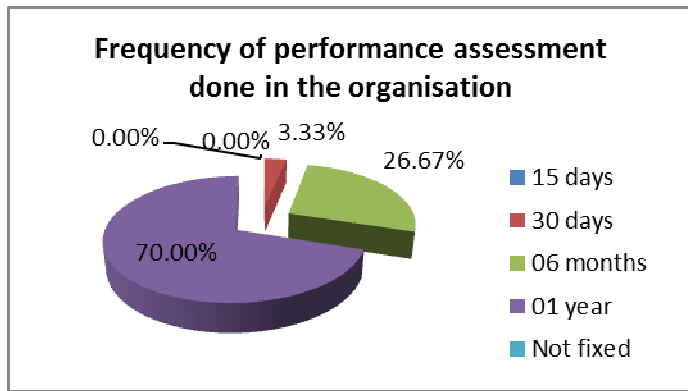
| Options | No. of Respondents | Percentage of response |
|-----------------------|--------------------|------------------------|
| Senior Managers | 19 | 63.33% |
| Team Leaders | 2 | 6.67% |
| HR Professionals | 0 | 0.00% |
| Appraisee | 3 | 10.00% |
| Appraiser & Appraisee | 6 | 20.00% |
| Others | 0 | 0.00% |



Interpretation- 63.33% respondents said that the golas are set by the senior managers while only 20% said it is set by both appraiser and appraise.

B. Frequency of performance assessment done in the organisation

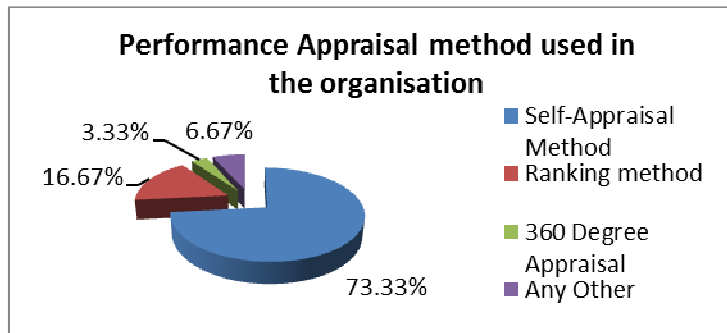
| Options | No. of Respondents | Percentage of response |
|-----------|--------------------|------------------------|
| 15 days | 0 | 0.00% |
| 30 days | 1 | 3.33% |
| 06 months | 8 | 26.67% |
| 01 year | 22 | 70.00% |
| Not fixed | 0 | 0.00% |



Interpretation- 70% respondents said that the performance assessment is done once in a year while 26.67% confirmed it is done twice in a year

C. Performance appraisal method is used in the organization

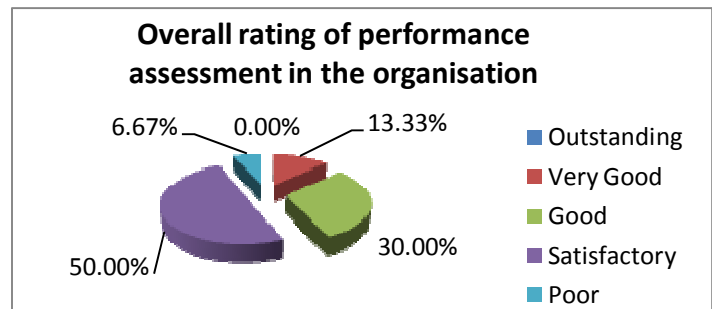
| Options | No. of respondents | Percentage of response |
|-----------------------|--------------------|------------------------|
| Self-Appraisal Method | 22 | 73.33% |
| Ranking method | 5 | 16.67% |
| 360 Degree Appraisal | 1 | 3.33% |
| Any Other | 2 | 6.67% |



Interpretation- 73.33% respondents said that self-appraisal method is used in the organisation for performance appraisal.

D. Overall rating of performance assessment in the organisation

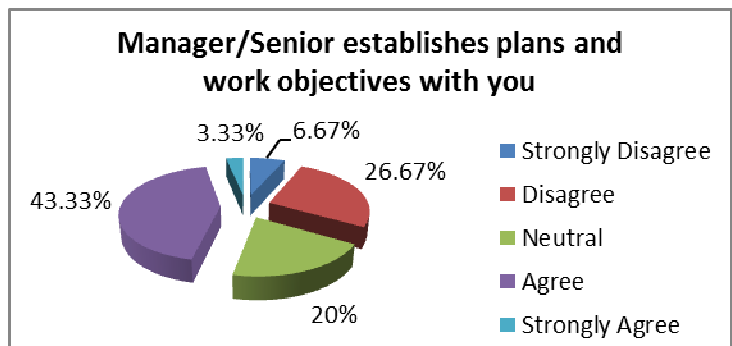
| Options | No. of Respondents | Percentage of response |
|--------------|--------------------|------------------------|
| Outstanding | 0 | 0.00% |
| Very Good | 4 | 13.33% |
| Good | 9 | 30.00% |
| Satisfactory | 15 | 50.00% |
| Poor | 2 | 6.67% |



Interpretation - 50% respondents agreed that the performance assessment is satisfactory, 30% confirmed it is good, 13.33% confirmed very good. None of the respondents agreed that it is an outstanding process

E. Manager/Senior establishes plans and work objectives with you

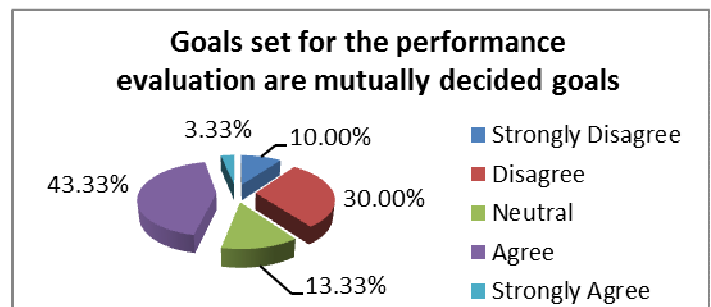
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 2 | 6.67% |
| Disagree | 8 | 26.67% |
| Neutral | 6 | 20% |
| Agree | 13 | 43.33% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 43.33% agree and 3.33% strongly agree that senior establishes plans and work objectives with the employee.

F. Goals set for the performance evaluation are mutually decided goals

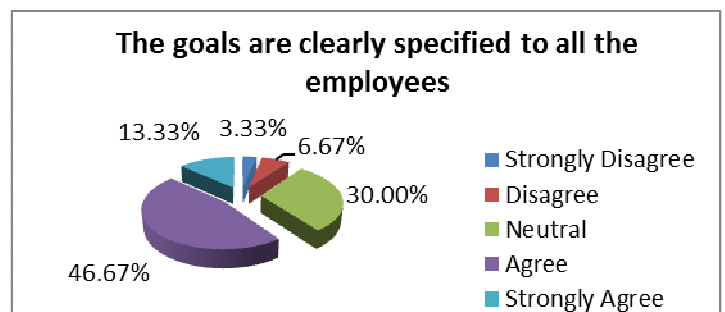
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 9 | 30.00% |
| Neutral | 4 | 13.33% |
| Agree | 13 | 43.33% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 43.33% agree and 3.33% strongly agree that goals set for the performance evaluation are mutually decided goals. While 30% disagree and 10% strongly disagree with this statement.

G. The goals are clearly specified to all the employees

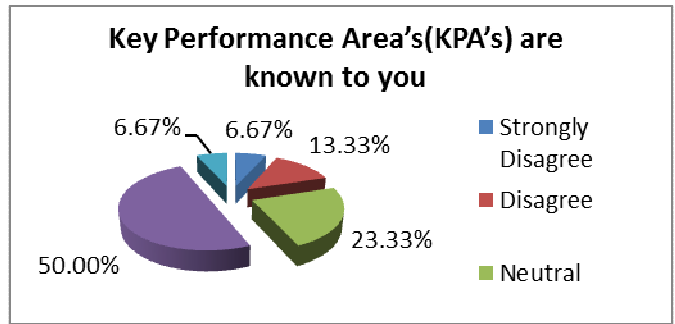
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 1 | 3.33% |
| Disagree | 2 | 6.67% |
| Neutral | 9 | 30.00% |
| Agree | 14 | 46.67% |
| Strongly Agree | 4 | 13.33% |



Interpretation- 13.33% strongly agree and 46.67% respondents agree that the goals are clearly specified to them where as 30% have neutral opinion about this.

H. Key Performance Area's(KPA's) are known to you

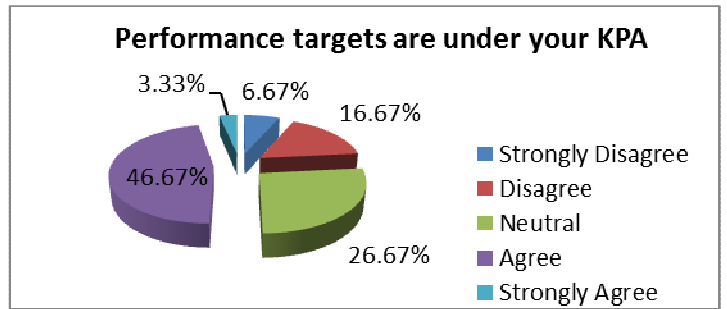
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 2 | 6.67% |
| Disagree | 4 | 13.33% |
| Neutral | 7 | 23.33% |
| Agree | 15 | 50.00% |
| Strongly Agree | 2 | 6.67% |



Interpretation- 6.67% strongly agree and 50% agree that they are aware of their KPA's.23.33% were neutral on this.

I. Performance targets are under your KPA

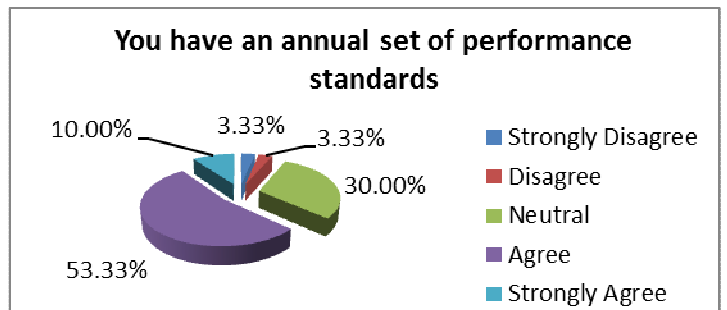
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 2 | 6.67% |
| Disagree | 5 | 16.67% |
| Neutral | 8 | 26.67% |
| Agree | 14 | 46.67% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 3.33% strongly agree and 46.67% agree that their performance targets are under their KPA's where as 26.67% have neutral opinion.

J. You have an annual set of performance standards

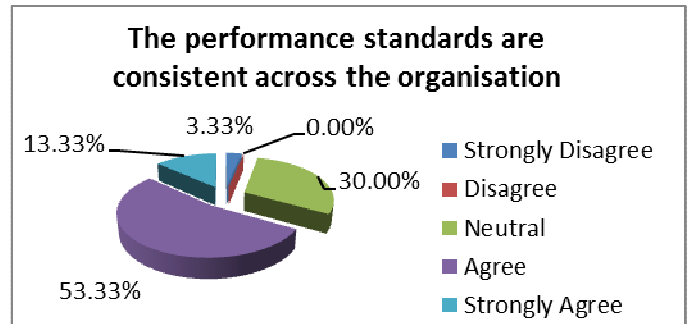
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 1 | 3.33% |
| Disagree | 1 | 3.33% |
| Neutral | 9 | 30.00% |
| Agree | 16 | 53.33% |
| Strongly Agree | 3 | 10.00% |



Interpretation- 10% strongly agree and 53.33% agree that they have an annual set of performance standards.

K. The performance standards are consistent across the organisation

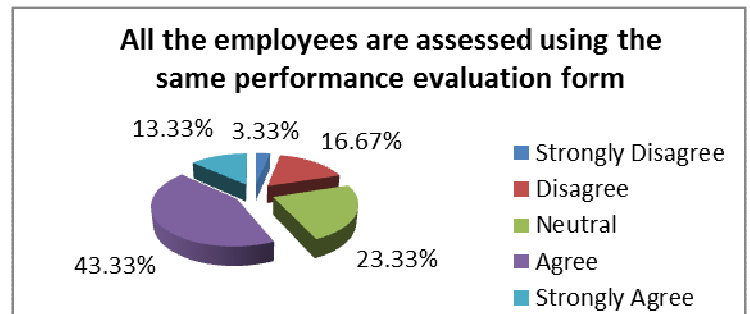
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 1 | 3.33% |
| Disagree | 0 | 0.00% |
| Neutral | 9 | 30.00% |
| Agree | 16 | 53.33% |
| Strongly Agree | 4 | 13.33% |



Interpretation- 13.33% strongly agree and 53.33% agree with the statement that the performance standards are consistent across the organisation.

L. All the employees are assessed using the same performance evaluation form

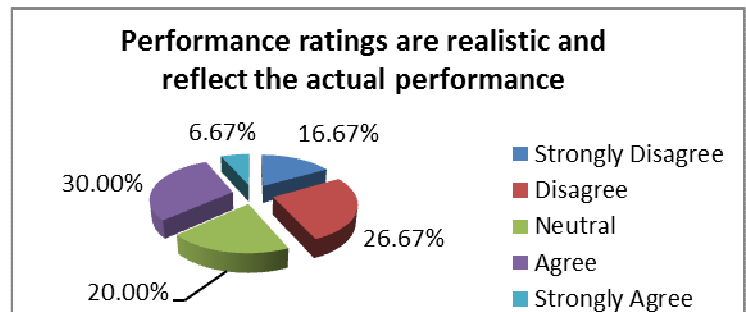
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 1 | 3.33% |
| Disagree | 5 | 16.67% |
| Neutral | 7 | 23.33% |
| Agree | 13 | 43.33% |
| Strongly Agree | 4 | 13.33% |



Interpretation- 13.33% strongly agree and 43.33% agree that the everybody in the organisation is assessed using the same performance evaluation form.

M. Performance ratings are realistic and reflect the actual performance

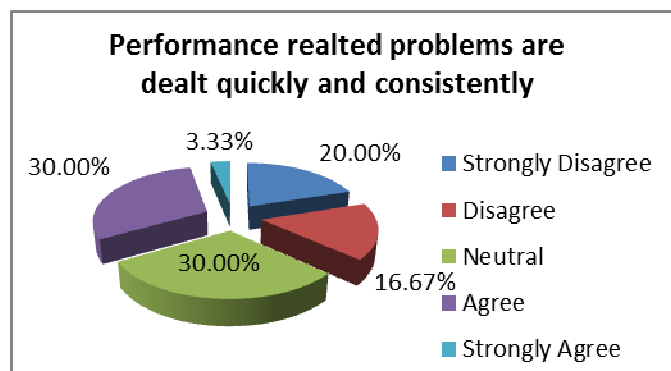
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 5 | 16.67% |
| Disagree | 8 | 26.67% |
| Neutral | 6 | 20.00% |
| Agree | 9 | 30.00% |
| Strongly Agree | 2 | 6.67% |



Interpretation- 6.67% strongly agree and 30% agree that performance ratings are realistic and reflect the actual performance. 26.67% disagree and 16.67% strongly disagree with this statement.

N. Performance related problems are dealt quickly and consistently

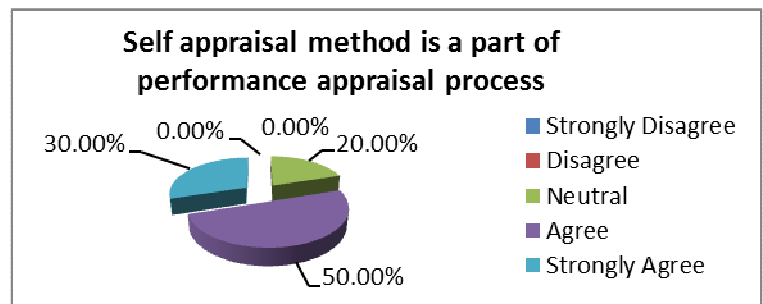
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 6 | 20.00% |
| Disagree | 5 | 16.67% |
| Neutral | 9 | 30.00% |
| Agree | 9 | 30.00% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 3.33% strongly agree and 30% agree that performance related problems are dealt quickly and consistently. Rest all disagree or neutral.

O. Self-appraisal method is a part of performance appraisal process

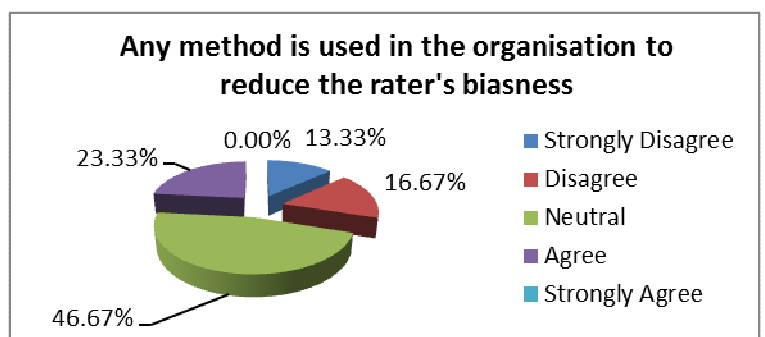
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 0 | 0.00% |
| Disagree | 0 | 0.00% |
| Neutral | 6 | 20.00% |
| Agree | 15 | 50.00% |
| Strongly Agree | 9 | 30.00% |



Interpretation- 30% strongly agree and 50% agree that the self-appraisal is a part of performance appraisal process. 20% of them have a neutral response.

P. Any method is used in the organisation to reduce the rater's biasness

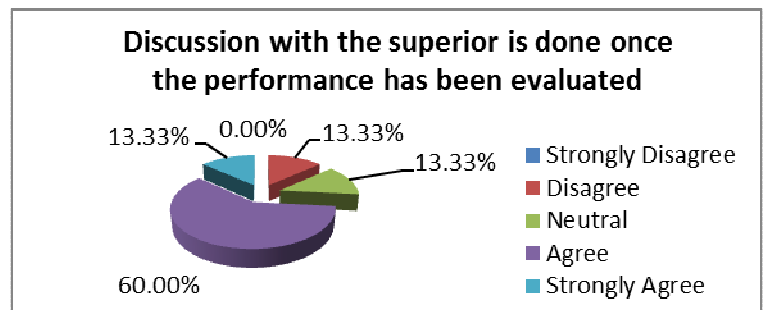
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 4 | 13.33% |
| Disagree | 5 | 16.67% |
| Neutral | 14 | 46.67% |
| Agree | 7 | 23.33% |
| Strongly Agree | 0 | 0.00% |



Interpretation- Only 23.33% agree that any method is used to reduce the rater's biasness. 46.67% have neutral opinion. Rest all disagree with this.

Q. Discussion with the superior is done once the performance has been evaluated

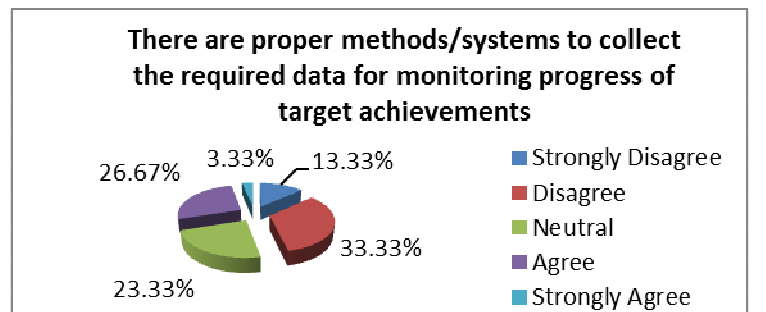
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 0 | 0.00% |
| Disagree | 4 | 13.33% |
| Neutral | 4 | 13.33% |
| Agree | 18 | 60.00% |
| Strongly Agree | 4 | 13.33% |



Interpretation- 13.33% strongly agree and 60% agree that the discussion is done after the performance have been evaluated.

R. There are proper methods/systems to collect the required data for monitoring progress of target achievements

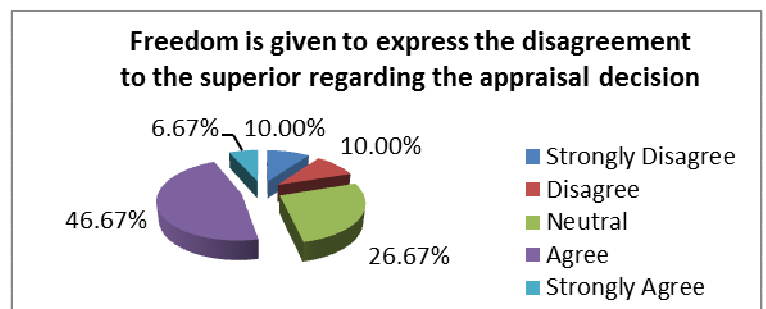
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 4 | 13.33% |
| Disagree | 10 | 33.33% |
| Neutral | 7 | 23.33% |
| Agree | 8 | 26.67% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 3.33% strongly agree and 26.67% agree that there are proper methods to collect the required data for monitoring progress of target achievements.

S. Freedom is given to express the disagreement to the superior regarding appraisal decision

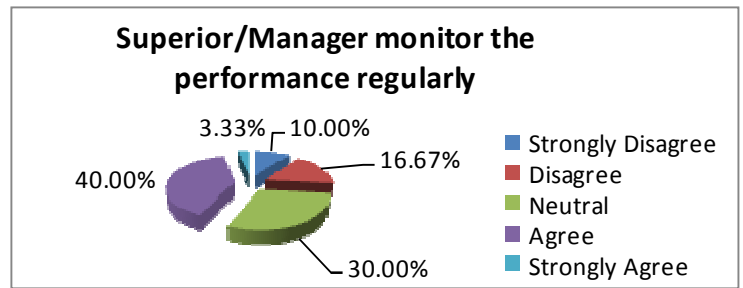
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 3 | 10.00% |
| Neutral | 8 | 26.67% |
| Agree | 14 | 46.67% |
| Strongly Agree | 2 | 6.67% |



Interpretation- 6.67% strongly agree and 46.67% agree that they have the freedom to express the disagreement regarding the appraisal decision.

T. Superior/ manager monitor the performance regularly

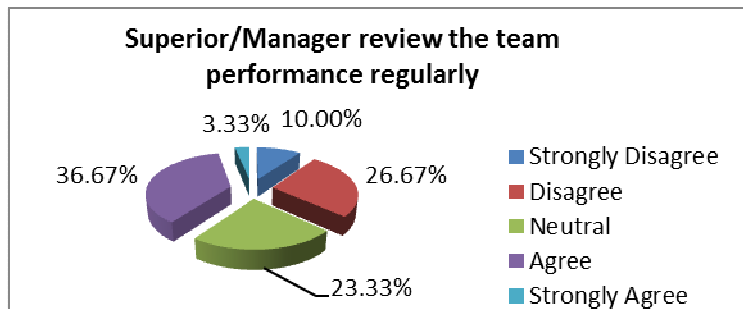
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 5 | 16.67% |
| Neutral | 9 | 30.00% |
| Agree | 12 | 40.00% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 3.33% strongly agree and 40% agree that the superior monitor the performance regularly.30% have neutral response for this.

U. Superior/ manager review the team performance regularly

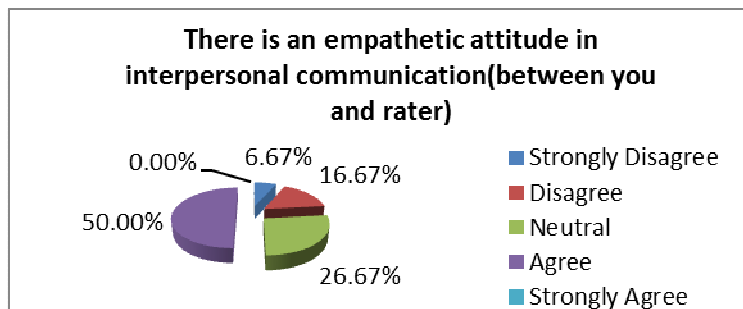
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 8 | 26.67% |
| Neutral | 7 | 23.33% |
| Agree | 11 | 36.67% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 3.33% strongly agree and 36.67% agree that the superior monitor the team performance regularly.

V. There is an empathetic attitude in interpersonal communication (between you and rater)

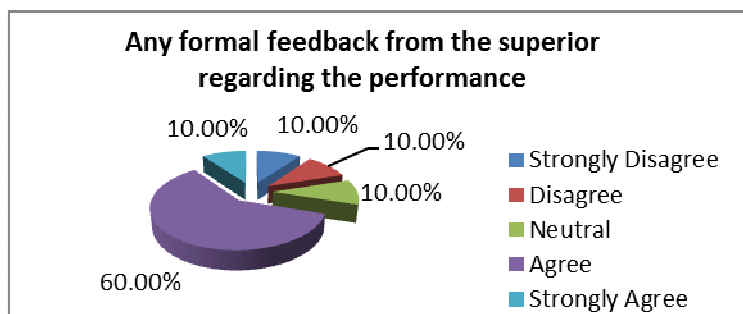
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 2 | 6.67% |
| Disagree | 5 | 16.67% |
| Neutral | 8 | 26.67% |
| Agree | 15 | 50.00% |
| Strongly Agree | 0 | 0.00% |



Interpretation- 50% agree that there is an empathetic attitude in interpersonal communication between the appraiser and appraise. 26.67% have neutral response for this

W. Any formal feedback from the superior regarding the performance

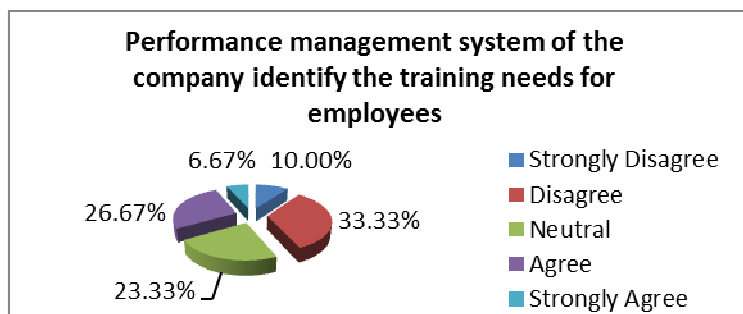
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 3 | 10.00% |
| Neutral | 3 | 10.00% |
| Agree | 18 | 60.00% |
| Strongly Agree | 3 | 10.00% |



Interpretation- 10% strongly agree and 60% agree that the formal feedback is given regarding the performance from the superior.

X. Performance management system of the company identify the training needs for employees

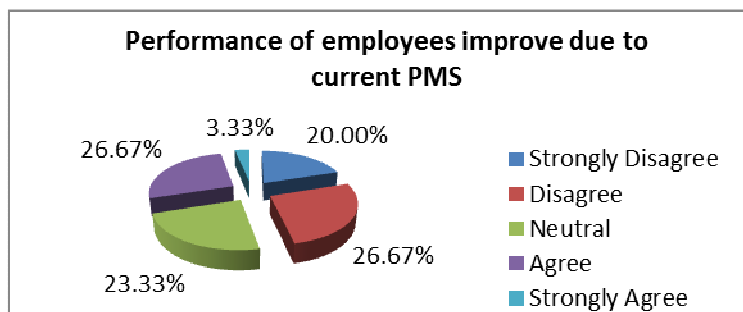
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 10 | 33.33% |
| Neutral | 7 | 23.33% |
| Agree | 8 | 26.67% |
| Strongly Agree | 2 | 6.67% |



Interpretation- 6.67% strongly agree and 26.67% agree that PMS identify the training needs for the employees. 33.33% disagree and 10% strongly disagree with the statement. 23.33% have neutral response.

Y. Performance of employees improve due to current Performance Management System

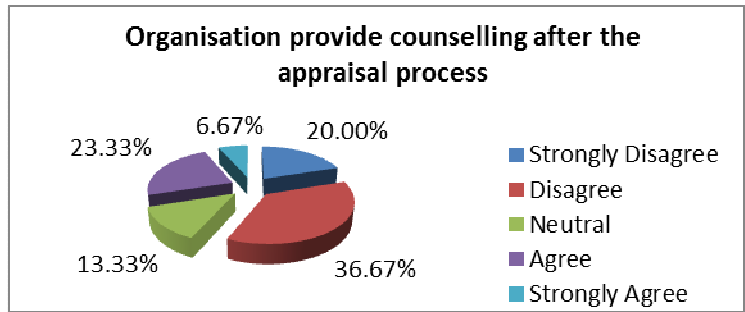
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 6 | 20.00% |
| Disagree | 8 | 26.67% |
| Neutral | 7 | 23.33% |
| Agree | 8 | 26.67% |
| Strongly Agree | 1 | 3.33% |



Interpretation- 3.33% strongly agree and 26.67% agree that the performance of employees improve due to current PMS. 23.33% have neutral response. 26.67% disagree and 20% strongly disagree with the statement.

Z. Organization provide counseling after the appraisal process

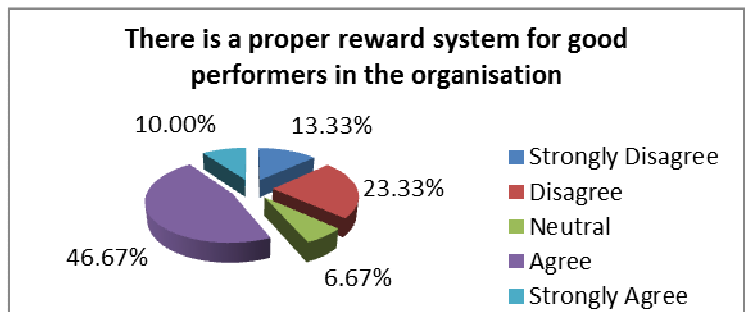
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 6 | 20.00% |
| Disagree | 11 | 36.67% |
| Neutral | 4 | 13.33% |
| Agree | 7 | 23.33% |
| Strongly Agree | 2 | 6.67% |



Interpretation- 6.67% strongly agree and 23.33% agree that the organisation is providing counseling after the appraisal process. 36.67% respondents disagree with this statement.

Z(a). There is a proper reward system for good performers in the organisation

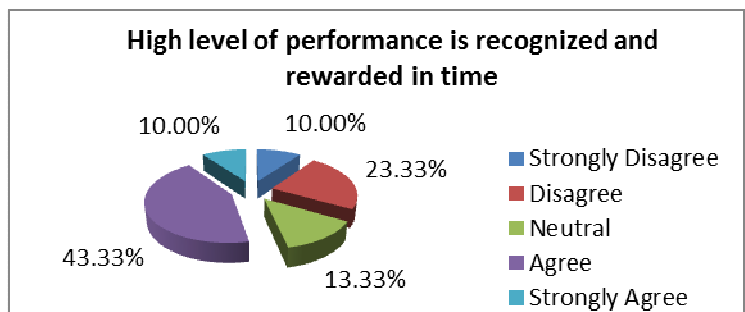
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 4 | 13.33% |
| Disagree | 7 | 23.33% |
| Neutral | 2 | 6.67% |
| Agree | 14 | 46.67% |
| Strongly Agree | 3 | 10.00% |



Interpretation- 10% strongly agree and 46.67% agree that the organisation has a proper reward system for good performers.

Z(b). High level of performance is recognized and rewarded in time

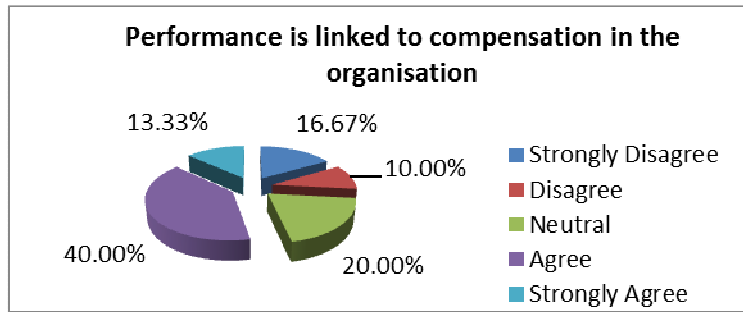
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 3 | 10.00% |
| Disagree | 7 | 23.33% |
| Neutral | 4 | 13.33% |
| Agree | 13 | 43.33% |
| Strongly Agree | 3 | 10.00% |



Interpretation- 10% strongly agree and 43.33% agree that the high level performance is recognized and rewarded in time.

Z(c). Performance is linked to compensation in the organisation

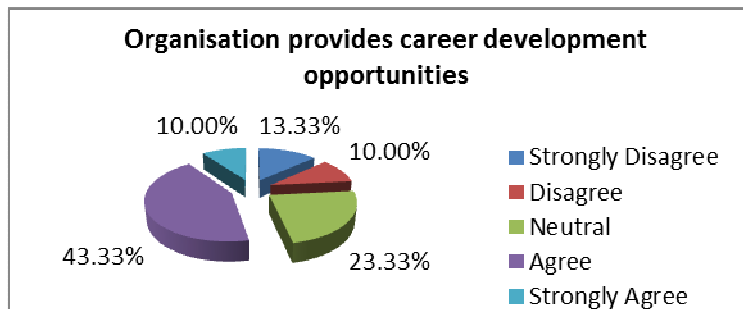
| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 5 | 16.67% |
| Disagree | 3 | 10.00% |
| Neutral | 6 | 20.00% |
| Agree | 12 | 40.00% |
| Strongly Agree | 4 | 13.33% |



Interpretation- 13.33% strongly agree and 40% agree that performance is linked to compensation in the organisation.

Z(d). Organisation provides career development opportunities

| Options | No. of respondents | Percentage of response |
|-------------------|--------------------|------------------------|
| Strongly Disagree | 4 | 13.33% |
| Disagree | 3 | 10.00% |
| Neutral | 7 | 23.33% |
| Agree | 13 | 43.33% |
| Strongly Agree | 3 | 10.00% |



Interpretation- 10% strongly agree and 43.33% agree that the organisation is providing career development opportunities. 23.33% respondents have neutral opinion about this statement.

V. FINDINGS

- 63.33% respondents said that the goals are set by the senior managers while only 20% said it is set by both appraiser and appraise.
- 70% respondents said that the performance assessment is done once in a year while 26.67% confirmed it is done twice in a year
- 73.33% respondents said that self-appraisal method is used in the organisation for performance appraisal.
- 50% respondents agreed that the performance assessment is satisfactory, 30% confirmed it is good, 13.33% confirmed very good. None of the respondents agreed that it is an outstanding process
- 43.33% agree and 3.33% strongly agree that senior establishes plans and work objectives with the employee.
- 43.33% agree and 3.33% strongly agree that goals set for the performance evaluation are mutually decided goals. While 30% disagree and 10% strongly disagree with this statement.
- 13.33% strongly agree and 46.67% respondents agree that the goals are clearly specified to them where as 30% have neutral opinion about this.
- 6.67% strongly agree and 50% agree that they are aware of their KPA's. 23.33% were neutral on this.

- 3.33% strongly agree and 46.67% agree that their performance targets are under their KPA's where as 26.67% have neutral opinion.
- 10% strongly agree and 53.33% agree that they have an annual set of performance standards.
- 13.33% strongly agree and 53.33% agree with the statement that the performance standards are consistent across the organisation.
- 13.33% strongly agree and 43.33% agree that everybody in the organisation is assessed using the same performance evaluation form.
- 6.67% strongly agree and 30% agree that performance ratings are realistic and reflect the actual performance. 26.67% disagree and 16.67% strongly disagree with this statement.
- 3.33% strongly agree and 30% agree that performance related problems are dealt quickly and consistently. Rest all disagree or neutral
- 30% strongly agree and 50% agree that the self-appraisal is a part of performance appraisal process. 20% of them have a neutral response.
- Only 23.33% agree that any method is used to reduce the rater's biasness. 46.67% have neutral opinion. Rest all disagree with this
- 13.33% strongly agree and 60% agree that the discussion is done after the performance have been evaluated.
- 3.33% strongly agree and 26.67% agree that there are proper methods to collect the required data for monitoring progress of target achievements.
- 6.67% strongly agree and 46.67% agree that they have the freedom to express the disagreement regarding the appraisal decision.
- 3.33% strongly agree and 40% agree that the superior monitor the performance regularly. 30% have neutral response for this.
- 3.33% strongly agree and 36.67% agree that the superior monitor the team performance regularly.
- 50% agree that there is an empathetic attitude in interpersonal communication between the appraiser and appraise. 26.67% have neutral response for this
- 10% strongly agree and 60% agree that the formal feedback is given regarding the performance from the superior.
- 6.67% strongly agree and 26.67% agree that PMS identify the training needs for the employees. 33.33% disagree and 10% strongly disagree with the statement. 23.33% have neutral response.
- 3.33% strongly agree and 26.67% agree that the performance of employees improve due to current PMS. 23.33% have neutral response. 26.67% disagree and 20% strongly disagree with the statement.
- 6.67% strongly agree and 23.33% agree that the organisation is providing counseling after the appraisal process. 36.67% respondents disagree with this statement.
- 10% strongly agree and 46.67% agree that the organisation has a proper reward system for good performers.
- 10% strongly agree and 43.33% agree that the high level performance is recognized and rewarded in time.
- 13.33% strongly agree and 40% agree that performance is linked to compensation in the organisation.
- 10% strongly agree and 43.33% agree that the organisation is providing career development opportunities. 23.33% respondents have neutral opinion about this statement.

VI. SUGGESTIONS

There are some respondents who have a difference of opinion on the performance management system or they may not be interested to understand the performance management system. So, it is the responsibility of the organisation to identify them and give proper information regarding the performance management system of the organisation. All the four components of PMS should be focused more. The HR professionals have to make it more pragmatic in nature.

VII. CONCLUSIONS

Performance appraisal is necessary to the industry to achieve the goals of the industry. It is the responsibility of every organisation to give adequate training and increase the efficiency of the employees in a better way. Employees are the valuable assets for any organization [10]. The growth and progress of the employees is linked with the performance. The quality of the organisation will improve if the performances of employees are improved. Therefore, the performance management system is an important factor to improve the quality of the employee as well as the industry. Here the study results show that the performance management system of the particular industry is good and effective, but always there is a scope of further improvement. The further scope is to find the relation between PMS and other HR practices. Also, to find the effectiveness of PMS process in other fields like manufacturing, banking, pharma etc.

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