

AN EVALUATION OF PMS

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Performance Management System (PMS) is defined as ‘a systematic approach to manage the performance of an employee and its individual development, which contribute towards the achievement of organizational goal. Many organizations fail due to ineffective PMS. The purpose of this research is to study the Performance management system in a standard organization and a local organization.

Findings: A standard organization implements PMS in a formal way. It is a step by step process which is carefully planned and organized. This paper talks about the views of employees about the Performance Management System. This study makes clear the opinion of employees about the structured PMS and its importance in organization decisions.

Performance Management System:

Four dimensions are taken in consideration:

- Formal and Structured PMS
- Development Activities
- Transparency
- Business Performance

Research Methodology: A qualitative methodology was chosen to conduct the research. The study was done on a number of organizations. The purpose of the research is to study the

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importance of structured Performance Management system in a organization. Convenience sampling was done. The primary data collection method used in this study is qualitative interviewing, in the form of semi-structured interview while secondary data was made available in documents. A list of questions was prepared in each interview although they were not asked in any specific order, nor, indeed, were all of them asked due to some of the extensive answers given from the participants. The same opening question was used on every occasion to establish the participants' perception of performance management and from there the interview taken on a more natural, almost conversational tone. Further probing questions were asked in order that the participants could provide further detail on the subject matter.

RESEARCH OBJECTIVES

The Objectives of the study are as follows

To study the opinion about Formal and Structured PMS

To study the role of Structured PMS and its impact on development activities

To find out that structured PMS ensures the transparency of Appraisal activities.

To find out the relationship of structured PMS and business performance.

SCOPE OF THE STUDY

The scope of the study is confined to the employees of cement industry. The present study has identified the differences of Standard Performance Management System and Local Performance Management System.

RESEARCH METHODOLOGY

A research design is the arrangement of conditions for collection and analysis of data.

Descriptive Research is chosen in our study.

Sources of Data: - The data collected for this study was through Primary & Secondary sources.

Primary Data: The primary data collection method used in this study is qualitative interviewing, in the form of semi-structured interviews whilst secondary data was made available in document.

A list of questions was prepared in each interview although they were not asked in any specific order, nor, indeed, were all of them asked due to some of the extensive answers given from the participants. The same opening question was used on every occasion to establish the participants' perception about structured PMS and from there the interview taken on a more natural, almost conversational tone. Further probing questions were asked in order that the participants could provide further detail on the subject matter.

Secondary Data:- It consists of information that already exists that has been collected for the purpose of this study. The second hand information has been collected through the company websites, journals, magazines, & internet.

Sample Size: - A sample size of 50 employees working in various departments of the Organizations were taken for the survey.

Statistical Tools: - The statistical tool used for this study is Simple percentage method.

RESULTS AND FINDINGS

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	35	70%	70%	70%
Female	15	30%	30%	100%
Total	50	100%	100%	

The majority of respondents were males are 70 per cent, while female respondents represented thirty percent.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25	15	30%	30%	30%
26-30	20	40%	40%	70%
31-35	10	20%	20%	90%
36 Above	5	10%	10%	100%
Total	50	100%	100%	

This table shows that thirty per cent of respondents are below the age of twenty five. twenty percent of the employees are between the age of between the age of twenty six to thirty. Ten percent of the respondent lies between the age of thirty to thirty five. The rest of them lies thirty six above.

Work Experience

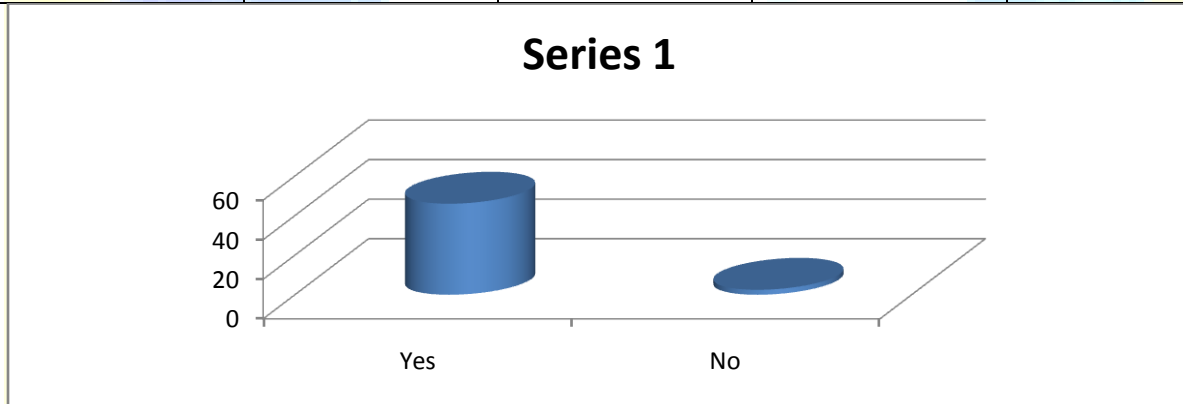
	Frequency	Percent	Valid Percent	Cumulative Percent
0-2	10	20%	20%	20%
3-5	25	50%	50%	70%
6-8	10	20%	20%	90%
8 Above	5	10%	10%	100%
Total	50	100%	100%	

This table shows that twenty percent of respondents have below zero to two years experience. Fifty percent of the employees have three to five years experience. Twenty percent of the employees have six to eight years of experience and Ten percent of the employees have more than eight years of experience.

Structure Perspective

Do you agree that Structured and Systematic PMS leads to job satisfaction?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	46	92%	92%	92%
No	4	8%	8%	100%
Total	50	100%	100%	

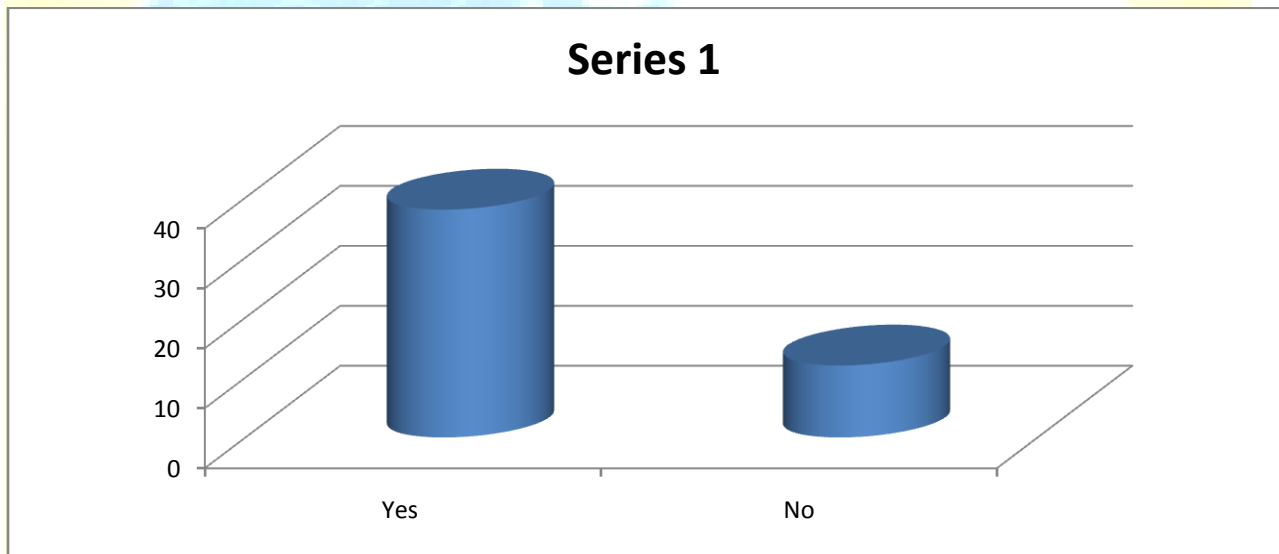


The Graph shows that ninety two percent of employees favor structured PMS while rest of the employees say that there is no need of systematic PMS. It becomes rigid

Development Perspective

Do you feel structured PMS help in justifying development activities?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	38	76%	76%	76%
No	12	24%	24%	100%
Total	50	100%	100%	



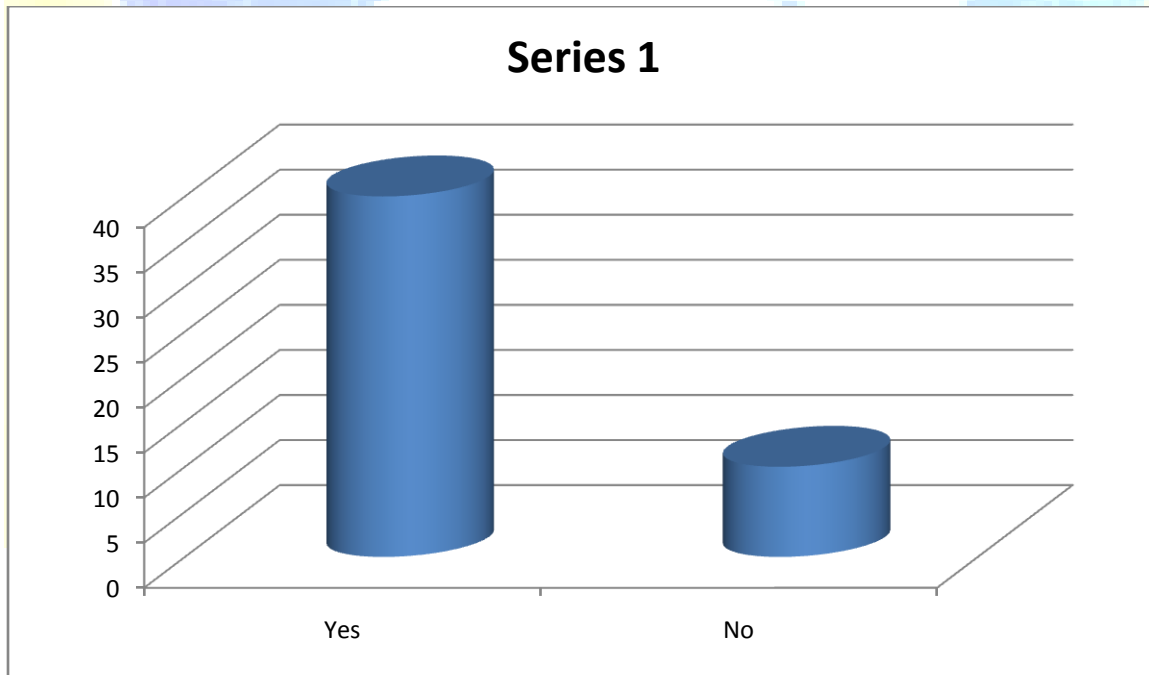
The table shows that seventy six percent people say that PMS justifies the development activities. But rest of the people disagree that PMS justifies the decision taken regarding development of activities.

Transparency Perspective

Do you feel Structured PMS in an organization ensure transparency of Appraisal activities?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	40	80%	80%	80%
No	10	20%	20%	100%
Total	50	100%	100%	

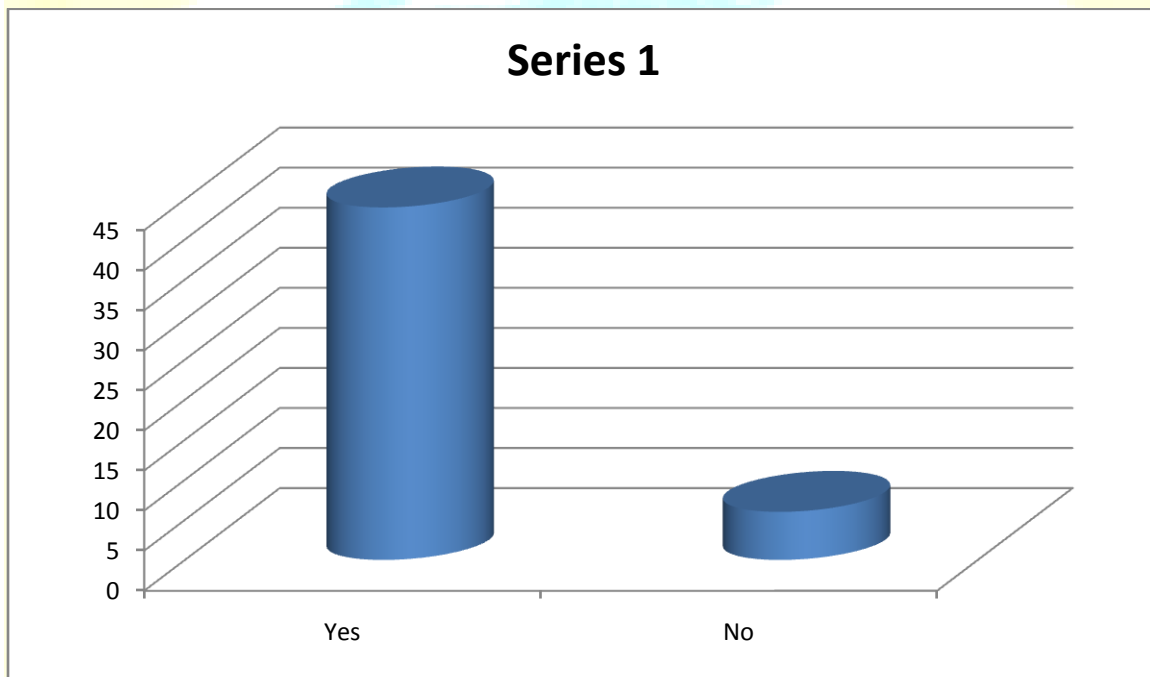
The table shows that eighty percent of employees favor that PMS ensures the transparency of appraisal activities. Rest of the people disagree.



Business Perspective

Do you feel a structured PMS in a organization helps in improving business performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	44	88%	88%	88%
No	6	12%	12%	100%
Total	50	100%	100%	



The table shows that eighty eight percent of people agree that structured PMS helps in improving business performance but twelve percent people say that it does not help in business performance.

Conclusion and Recommendation:

The study helps us to understand the PMS in the cement industry. The objectives are met which were set. Top level manager improves the commitment and loyalty of the employees. So proper training should be given to managers. The results show that structured PMS leads to job satisfaction. The employees agree that structured PMS has more transparency. Systematic PMS helps in improving business performance.

The development activities are also justified which are taken from PMS. Thus a systematic and structured PMS is very important and useful in an organization.

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