

A study on issues and challenges of Performance Management system and theoretical foundations to overcome. (Focus towards Software sector at Bangalore)

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ABSTRACT - The Indian IT division has likewise manufactured a solid notoriety for its exclusive expectations of programming advancement capacity, benefit quality and data security in the outside market-which has been recognized all inclusive and has helped improve purchaser certainty. The part of HR in the present situation has experienced an ocean change and its emphasis is on advancing such practical systems which empower fruitful execution of the major corporate procedures. Today, HR moves in the direction of encouraging and enhancing the execution of the representatives by building a helpful workplace and giving most extreme chances to the representatives for taking an interest in authoritative arranging and basic leadership process. The study examined the issues and challenges of Performance Management system towards Software industry at Bangalore with a sample size of 139 respondents. The study found that the main issues in the performance management system are failure to communicate the strategy to stakeholders/staff and not taking the time to define success and celebrate it along the way. The main challenges in performance management system are to identify areas of poor performance and establish plans for improving performance.

Keywords : *Performance Management System Issues, Performance Management system Challenges, Software industry*

I. INTRODUCTION

Performance Management is the present popular expression and is the need in the present occasions of merciless rivalry. Performance Management envelops exercises, for example, joint objective setting, persistent advancement survey and successive correspondence, criticism and instructing for enhanced execution, usage of representative improvement programs and remunerating accomplishments. The procedure of Performance Management begins with the joining of another occupant in a framework and closures when a worker stops the association. Performance Management can be viewed as a precise procedure by which the general execution of an association can be enhanced by enhancing the execution of people inside a group structure. It is a methods for advancing predominant execution by conveying desires, characterizing parts inside a required ability structure and building up achievable benchmarks. Performance Management framework can center on the execution of an association, a division, representative, or even the procedures to assemble an item or administration, and also numerous different regions. It incorporates exercises that guarantee that objectives are reliably being met in a powerful and effective way. This is utilized regularly in the work places where individuals will connect. Associations succeed when they constantly sustain the best entertainers and enhance the poor entertainers.

1.2 GLOBAL PERSPECTIVE IT SECTOR:

Information technology (IT) is characterized by the plan, improvement, execution and administration of PC based data frameworks, especially programming applications and PC equipment. Today, it has developed to cover most parts of processing and innovation. The motivation behind why it has shot insignificance is because of the enhancing openness, mindfulness and utility of innovation. A nation's IT potential is vital for its walk towards worldwide intensity, sound GDP and resistance capacities. The solid interest for electronic equipment and programming in India has been fuelled by an assortment of drivers including the high development rate of the economy, rise of a tremendous household advertise obliging the new age of youthful shoppers, a flourishing middle class masses with expanding expendable livelihoods and a generally ease work constrain having propelled specialized abilities. The business proceeds with its drive to set worldwide benchmarks in quality and data security through a mix of supplier and industry-level activities and reinforcing the general structures, making more noteworthy mindfulness and encouraging the more extensive selection of norms and best practices.

Performance Management is a procedure for setting up a common comprehension of what is to be accomplished at an association level. The attention is on execution change through learning and improvement keeping in mind the end

goal to accomplish the general business methodology of the association. Comprehensively, Performance Management coordinates a huge number of components that add to powerful administration of the human asset. Performance Management is an orderly procedure which an administrator can use to get the colleagues to accomplish the group's destinations and targets, enhance in general group viability, create execution abilities, audit and survey group and individual execution, and compensate and spur. Powerful Performance Management requires:

- Identifying undertakings and accountabilities
- Defining skills important to be effective in a position
- Ensuring that colleagues have the required abilities
- Having set up a framework to create abilities
- Providing auspicious criticism on how successfully the colleagues are applying their separate skills to achieve their assignments and accomplish the objectives
- Rewarding and propelling compelling execution
- In the occasion that execution does not meet set up necessities, the supervisor must comprehend the restorative procedures and strategies that can help enhance worker execution.

1.3 ISSUES IN PERFORMANCE MANAGEMENT SYSTEM

There are various difficulties that can turn out to be a hindrance to compelling Performance Management. Impediments can incorporate however are not restricted to:

- Writing an inadequately organized methodology,
- Failure to convey the methodology to partners/staff,
- Failure to accomplish purchase in of the procedure,
- Not estimating progress,
- Not held in any event quarterly methodology survey sessions,
- Not setting aside the opportunity to characterize achievement and commend it en route,
- Not adjusting to evolving conditions, and not giving your group the vital expert or instruments to achieve their employments.

1.4 SIX CHALLENGES IN ESTABLISHING A PERFORMANCE MANAGEMENT PROCESS

Executing a compelling and target Performance Management process enables managers to convey desires and results to workers. This thus drives higher execution levels from them. Here are a few difficulties to pay special mind to while executing (or enhancing) a Performance Management process.

“Employers are refocusing on the importance of performance management.” Mary Rizzuti and Diana

Neelman let us know in an ongoing BLR online course. They are hoping to capitalize on restricted remuneration (and raise) dollars by binds pay to execution appraisals. Be that as it may, this isn't without challenges; realizing what's in store in advance can be the distinction between a compelling or insufficient usage. Here are some Performance Management process difficulties to address amid the arranging stages:

1.4.1 Combating inconsistent engagement levels of different managers. Getting all administrators on board is basic. Directors should be completely prepared on the procedure and HR needs to screen supervisors to guarantee that the program is being utilized reliably and dispassionately. At the point when the framework is connected conflictingly, a few workers advantage and others flop, prompting representative doubt and withdrawal.

1.4.2 Establishing the right metrics. The measurements ought to be quantifiable, and they have to integrate with the key marketable strategy of the association. "Utilizing a vital arrangement – in the event that you have a corporate arrangement – commonly causes you get sort of a focal point of where you need to go and gives you a few thoughts of what you should need to use similar to measurements." Rizzuti and Neelman prompted. There ought to likewise be a harmony between here and now and long haul measurements – particularly with regards to ability advancement.

1.4.3 Tying rewards to key compensation objectives to drive motivation. "At the point when representatives are occupied with execution and what's normal, they truly are more persuaded to accomplish and to progress in the direction of a typical key objective." Rizzuti and Neelman clarified. This requires important discourses. Workers need to see how their own targets add to the organization's vital objectives.

1.4.4 Creating a system that adequately distinguishes between high performers and average performers. Making this qualification is key since it gives the premise to pay contrasts for various execution levels—which is one of the objectives of the whole Performance Management process. When endeavouring to make qualifications between execution levels, having excessively numerous appraisals can be hazardous. While this might be irrational, having an excessive number of evaluations decisions may imply that supervisors don't need to make significant contrasts between workers.

1.5 COMMON EXAMPLES OF PERFORMANCE MANAGEMENT PROBLEMS

Performance Management is the process a business uses to survey its representatives and to decide the proficiency of its exercises in accomplishing its destinations. Performance Management errands incorporate arranging new business activities, observing the advancement of those activities and

analyzing which of those activities are conveying the business closer to its objectives. Various issues between organization pioneers and workers can meddle with how rapidly a firm achieves those objectives.

1.5.1 Lack of Credibility

A solid Performance Management framework depends on a confiding in connection amongst representatives and chiefs. At the point when the representatives question the validity of the bosses, they likewise will doubt the after effects of any Performance Management measurements those administrators create. The absence of validity may originate from unpractised administration, poor relational abilities or general ineptitude. The absence of validity from chiefs can prompt representatives "looking at" of the activity, either by leaving or by stamping time without advancing any exertion.

1.5.2 Lack of Consistency

Poor Performance Management results can likewise come from managers conveying conflicting criticism. Blended messages can cause perplexity and disdain among workers, driving them to doubt the Performance Management reports. Private ventures are profoundly inclined to the harm that blended messages can cause, as the modest number of representatives will probably impart those blended messages to each other. Entrepreneurs must keep up predictable tone and substance in their criticism to labourers on the off chance that they need to guarantee execution of any Performance Management suggestions.

1.5.3 Lack of Established Goals

Business owners must have clear objectives they wish to meet to keep the business alive. In the event that they have not set up particular objectives, the representatives will have no clue regardless of whether they've achieved their undertakings. Business visionaries should likewise obviously impart those objectives to the specialists for the Performance Management procedures to be successful. An objective of "more deals" isn't particular enough, yet an objective of "20 percent expansion in deals in the following 90 days" gives workers an objective they can reach.

1.5.4 Lack of Clear Strategy

Similarly as an absence of clear objectives can meddle with Performance Management evaluations, so can an absence of a reasonable system on the best way to accomplish those objectives. Entrepreneurs work as pioneers for their representatives. Pioneers must give direction and plans to their subordinates to take after. An unmistakable technique additionally gives the entrepreneur "breakthroughs" to gauge the organization's advancement toward its objectives and elective strategies if the present activities are insufficient.

1.6 COMPONENTS OF PERFORMANCE MANAGEMENT SYSTEM

1.6.1 Performance Planning

Execution arranging is the main pivotal segment of any Performance Management process which shapes the premise of execution examinations. Execution arranging is together done by the evaluate and furthermore the audit in the start of an execution session. Amid this period, the workers settle on the objectives and the key execution regions which can be performed over a year inside the execution spending plan, which is concluded after a shared understanding between the revealing officer and the representative.

1.6.2 Performance Appraisal and Reviewing

The examinations are regularly performed twice in a year in an association as mid surveys and yearly audits which is held toward the finish of the money related year. In this procedure, the assess first offers oneself topped off evaluations in the self-examination frame and furthermore depicts his/her accomplishments over some stretch of time in quantifiable terms. After the self-examination, the last evaluations are given by the appraiser to the quantifiable and quantifiable accomplishments of the representative being assessed. Feedback on the Performance taken after by close to home directing and execution help: Feedback and advising is given a ton of significance in the Performance Management process. This is the phase in which the representative secures mindfulness from the appraiser about the zones of changes and furthermore data on whether the worker is contributing the normal levels of execution or not. The representative gets an open and an extremely straightforward input and alongside this the preparation and improvement needs of the worker is additionally recognized. The appraiser embraces all the conceivable strides to guarantee that the representative meets the normal results for an association through compelling individual advising and direction, coaching and speaking to the worker in preparing programs which build up the abilities and enhance the general profitability.

1.6.3 Rewarding good performance

This is an exceptionally imperative segment as it will decide the work inspiration of a worker. Amid this stage, a representative is openly perceived for good execution and is compensated. This stage is extremely delicate for a representative as this may impact the confidence and accomplishment introduction. Any commitments appropriately perceived by an association helps a representative in adapting up to the disappointments effectively and fulfills the requirement for warmth.

1.6.4 Performance Improvement Plans

In this stage, crisp arrangement of objectives are built up for a representative and new due date is accommodated achieving those destinations. The worker is obviously imparted about the territories in which the representative is relied upon to enhance and a stipulated due date is likewise

doled out inside which the worker must demonstrate this change. This arrangement is together created by the assess and the appraiser and is commonly affirmed.

1.6.5 Potential Appraisal

In this stage, new arrangement of objectives are built up for a worker and new due date is accommodated achieving those targets. The worker is obviously conveyed about the regions in which the representative is required to enhance and a stipulated due date is likewise doled out inside which the representative must demonstrate this change. This arrangement is together created by the evaluate and the appraiser and is commonly endorsed.

1.7 MOTIVATIONAL THEORIES

1.7.1 Hulls Drive reduction theory

A hypothesis of inspiration created by Clark L. Hull, the Drive-Reduction Theory centers around how inspiration begins from organic needs or drives. In this hypothesis, Hull proposed a man's conduct is an outer show of his longing to fulfill his physical inadequacies.

1.7.2 Murray's manifest theory

American therapist Henry Murray (1893-1988) built up a hypothesis of identity that was composed as far as intentions, presses, and needs. Murray portrayed a necessities as a "possibility or availability to react absolutely under certain given conditions"

1.7.3 Maslow's hierarchy of needs

Maslow's chain of importance of requirements is a motivational hypothesis in brain research containing a five-level model of human needs, frequently delineated as various leveled levels inside a pyramid.

Needs let down in the chain of importance must be fulfilled before people can take care of requirements higher up. From the base of the chain of importance upwards, the requirements are: physiological, wellbeing, love and having a place, regard and self-realization.

1.7.4 Herzbergs hygiene-motivator factors

Inspiration Hygiene Theory or the double factor hypothesis, was penned by Frederick Herzberg in 1959. This American clinician, who was exceptionally inspired by individuals' inspiration and occupation fulfillment, thought of the hypothesis. He led his exploration by getting some information about their great and awful encounters at work. He was astounded that the gathering addressed inquiries regarding their great encounters uniquely in contrast to the ones about their awful encounters.

In view of this, he built up the hypothesis that individuals' activity fulfillment relies upon two sorts of components. Variables for fulfillment (inspirations/satisfiers) and components for disappointment (cleanliness factors/dissatisfiers).

1.7.5 Vrooms valence-expectancy-instrumentality theory

Vroom's anticipation hypothesis expect that conduct results from cognizant decisions among choices whose reason it is to expand delight and to limit torment. Vroom understood that a worker's execution depends on singular factors, for example, identity, aptitudes, learning, background and capacities. He expressed that exertion, execution and inspiration are connected in a man's motivation. Victor Vroom proposed that the connection between individuals' conduct at work and their objectives was not as basic as was first envisioned by different researchers. Vroom understood that a worker's execution depends on people factors, for example, identity, aptitudes, learning, knowledge and capacities.

1.7.6 Pattons managerial motivators

General Patton had certain rules that guided him in his life. Other than being solid physically, inwardly, and rationally; he additionally had a solid otherworldly life (he read the Bible ordinary). Upon an assessment of his life I attempted to change over his strategies and standards into short proclamations. These rules that guided him through life are recorded beneath in the accompanying regions: summon, administration, life, achievement, and initiative.

1.8 OBJECTIVES OF THE STUDY

1. The fundamental goal of the examination is inspecting the current Performance Management System in the IT association
2. Finding out the representative fulfillment as for the Performance Management System and gathering input from them
3. Finding out what are the elements affecting the execution of the employees.
4. Suggesting essential changes to the present Performance Management System

1.9 NEED OF THE STUDY

1. In the time of relentless rivalry and globalization, associations have understood the significance of vital HR rehearses for picking up a focused edge over the contenders.
2. All around outlined Performance Management framework can assume a significant part in streamlining the exercises of the workers in an association for understanding a definitive corporate mission and vision.
3. Managing the execution of the workers is one of the hardest difficulties which the associations are confronting today as this totally relies on the representative's dedication, capability and lucidity of execution.
4. If oversaw productively through a very much arranged reward practice and input component, a Performance Management framework can fill in as an imperative apparatus for representative inspiration and advancement.

II. RESEARCH METHODOLOGY

2.1 RESEARCH APPROACH

In the present research, deductive research method has been followed. A set of hypotheses has been formulated related to objectives of performance management system that need to be confirmed or rejected during the research process.

2.2 RESEARCH STRATEGY

The investigator has adopted the survey method in this study. In this method, collecting and analyzing the data are the basic steps. The survey method gathers data from a relatively large number of cases at a particular time. It is not concerned with characteristics of the individual, but is concerned with the generalized statistics that results when data are abstracted from a number of individual cases. The information is collected through a detailed questionnaire. It

provides factual information about the performance management system in the area of study.

2.3 DATA COLLECTION - PRIMARY DATA

The major source of the data used to carry out, the analysis is primary data. The field survey method was employed to collect the primary data from 139 respondents from Software Industries at Bangalore through a well framed questionnaire.

2.4 SAMPLE SIZE AND SAMPLING TECHNIQUES

The study was conducted on a sample of 139 respondents. The sampling method used was stratified random sampling. Stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata. On stratified random sampling, the strata are formed based on members' shared attributes or characteristics.

III. DATA ANALYSIS AND INTERPRETATION

TABLE 3.1: DISTRIBUTION OF SAMPLES BASED ON VARIABLES

S.NO	Category	Subgroups	Number	%	Total
1.	Age	Below 25 years	42	30.2	139
		25-35 years	65	42.2	
		35-45 years	12	7.8	
		Above 45 years	51	33.1	
2.	Gender	Male	55	39.6	139
		Female	84	60.4	
3.	Marital Status	Married	50	36	139
		Unmarried	89	64	
4.	Educational Qualification	Diploma	28	20.1	139
		Under Graduate	41	29.5	
		Post Graduate	56	40.3	
		Doctrate	14	10.1	
5.	Designation	Senior or Top Level Professional	43	30.9	139
		Middle level Professional	66	47.5	
		Entry Level Professional	30	21.6	
6.	Annual Cost to company (CTC)	Below Rs.1 Lakh	24	17.3	139
		Above Rs.1 Lakh to 3 lakhs	24	17.3	
		Above Rs.3 Lakhs to Rs.8 Lakhs	30	21.6	
		Above Rs.8 Lakhs to Rs.12 Lakhs	24	17.3	
		Above Rs.12 Lakhs	37	26.6	
7.	Working Experience including other organizations (in years)	Less than a year	34	24.5	139
		1 -5 years	13	9.4	
		5 -10 Years	41	29.5	
		10- 15 Years	38	27.3	
		Above 15 years	13	9.4	

Source: Primary Data

TABLE 3.2 LEVEL OF OPINION TOWARDS THE RELATIONSHIP WITH THE PRESENT ORGANIZATION

FACTORS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Average Score
My organization makes myself to feel positive and supportive work environment	51	70	14	4	0	4.21
Comprehensive employee orientation and training are given by the organization	41	64	31	3	0	4.03
Provide an accurate picture of each employee's performance	37	48	51	3	0	3.86
Having the necessary support to get the job done	35	61	34	9	0	3.88
Having the right resources available	38	50	30	13	8	3.70
Transparency of the process that decides who gets what outcome	42	65	20	8	4	3.96
Relationship to organizational goals and career plan	35	54	34	9	7	3.73
Align with your organization's strategic direction and culture	25	43	28	24	19	3.22
Managers and Employee Co-ordination are good	30	43	38	17	11	3.46
Employees Work Objectives are in precise manner	52	41	20	12	14	3.76
Prestige and Feeling of Accomplishment	70	52	17	0	0	4.38

Source: Primary Data

INTERPRETATION:

It is observed from the above table that the weighted average scores for the level of opinion towards the relationship with the present organization indicates that '*Prestige and Feeling of Accomplishment*' stood at first, '*My organization makes myself to feel positive and supportive work environment*' stood at second, '*Comprehensive employee orientation and training are given by the organization*' stood at third, '*Transparency of the process that decides who gets what outcome*' stood at fourth, '*Having the necessary support to get the job done*' stood at fifth, '*Provide an accurate picture of each employee's performance*' stood at sixth, '*Employees Work Objectives are in precise manner*' stood at seventh, '*Relationship to organizational goals and career plan*' stood at eighth, '*Having the right resources available*' stood at ninth, '*Managers and Employee Co-ordination are good*' stood at tenth and finally '*Align with your organization's strategic direction and culture*' stood at eleventh.

TABLE 3.3 LEVEL OF ACTIVITIES TOWARDS THE PERFORMANCE MANAGEMENT SYSTEM FOLLOWED IN THE ORGANIZATION

FACTORS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted AverageScore
Providing On-going Coaching are better	62	64	13	0	0	4.35
Employees Feedback are taken into action immediately	74	49	16	0	0	4.42
Well designed jobs and written job descriptions	58	65	16	0	0	4.30
Effective supervision inside the organization	69	55	15	0	0	4.39
Organization makes us become more comfortable & effective in facilitating group process	63	60	16	0	0	4.34
Understand how to plan a meeting and build a better agenda	65	61	19	0	0	4.50
Self – Fulfillment Needs are given by organization	60	60	19	0	0	4.29
Safety Needs are provided by the organization properly	63	58	18	0	0	4.32
Physiological Needs are fulfilled by the organization	65	56	18	0	0	4.34

Source: Primary Data

INTERPRETATION:

It is observed from the above table that the weighted average scores towards the level of activities towards the performance management system followed in the organization indicates that '*Understand how to plan a meeting and build a better*

agenda stood at first, *Employees Feedback are taken into action immediately* stood at second, *Effective supervision inside the organization* stood at third, *Providing On-going Coaching are better* stood at fourth, *Organization makes us become more comfortable & effective in facilitating group process* and *Physiological Needs are fulfilled by the organization* stood at fifth, *Safety Needs are provided by the organization properly* stood at sixth, *Well designed jobs and written job descriptions* stood at seventh, and finally *Self – Fulfillment Needs are given by organization* stood at eighth.

TABLE 3.4 CHALLENGES IN PERFORMANCE MANAGEMENT SYSTEM

FACTORS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted AverageScore
Provide training and development opportunities for improving performance	66	56	17	0	0	4.35
Ensure that employee work plans support the strategic direction of the organization	64	55	20	0	0	4.32
Establish clear communication between managers and employees about what they are expected to accomplish	57	65	17	0	0	4.29
Include both positive feedback for a job well done and constructive feedback when improvement is needed	61	55	23	0	0	4.27
Identify and recognize employee accomplishments	62	59	18	0	0	4.32
Support staff in achieving their work and career goals by identifying training needs and development opportunities	61	65	13	0	0	4.35
Identify areas of poor performance and establish plans for improving performance	68	59	12	0	0	4.40
Provide legal documentation to demonstrate due diligence for legal challenges related to dismissal or vicarious liability	69	55	15	0	0	4.39
Improve group/meeting facilitation skills	63	60	16	0	0	4.34
Support administrative decision-making about promotions, terminations, compensation and rewards	65	61	13	0	0	4.37
Monitor and measure results and behaviors	60	60	19	0	0	4.29

Source : Primary Data

INTERPRETATION:

It is observed from the above table that the weighted average scores towards the challenges in performance management system indicates that *Identify areas of poor performance and establish plans for improving performance* stood at first, *Provide legal documentation to demonstrate due diligence for legal challenges related to dismissal or vicarious liability* stood at second, *Support administrative decision-making about promotions, terminations, compensation and rewards* stood at third, *Provide training and development opportunities for improving performance* and *Support staff in achieving their work and career goals by identifying training needs and development opportunities* stood at fourth, *Improve group/meeting facilitation skills* stood at fifth, *Ensure that employee work plans support the strategic direction of the organization* and *Identify and recognize employee accomplishments* stood at sixth, *Establish clear communication between managers and employees about what they are expected to accomplish* and *Monitor and measure results and behaviors* stood at seventh and finally *Include both positive feedback for a job well done and constructive feedback when improvement is needed* stood at eighth.

TABLE 3.5 ISSUES IN THE PERFORMANCE MANAGEMENT SYSTEM INSIDE THE ORGANIZATION

FACTORS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted AverageScore
Failure to communicate the strategy to stakeholders/staff	69	55	15	0	0	4.39
Failure to achieve buy-in of the strategy	63	60	16	0	0	4.34
Not measuring progress	65	61	13	0	0	4.37
Not holding at least quarterly strategy review sessions	60	60	19	0	0	4.29
Not taking the time to define success and celebrate it along the way	69	55	15	0	0	4.39
Not adapting to changing circumstances	63	60	16	0	0	4.34

Not giving your team the necessary authority or tools to accomplish their jobs	65	61	13	0	0	4.37
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Source: Primary Data

INTERPRETATION:

It is observed from the above table that the weighted average scores towards the issues in the performance management system inside the organization indicates that *‘Failure to communicate the strategy to stakeholders/staff’* and *‘Not taking the time to define success and celebrate it along the way’* stood at first, *‘Not measuring progress’* and *‘Not giving your team the necessary authority or tools to accomplish their jobs’* stood at second, *‘Failure to achieve buy-in of the strategy’* and *‘Not adapting to changing circumstances’* stood at third and finally *‘Not holding at least quarterly strategy review sessions’* stood at fourth.

TABLE 3.6 GARETT RANKING TO ANALYZE THE PERFORMANCE MANAGEMENT SYSTEM INSIDE THE ORGANIZATION

FACTORS	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	Average Score	Garett Rank
Achievement	6	15	17	18	17	12	12	7	7	7	13	8	40.18	3
Recognition	8	6	15	17	18	17	12	12	7	7	7	13	38.58	5
Responsibility	13	8	6	15	17	18	17	12	12	7	7	7	39.34	4
Advancement	7	13	8	6	15	17	18	17	12	12	7	7	35.86	7
Growth	7	7	13	8	6	15	17	18	17	12	12	7	32.38	9
Company policies	7	7	7	13	8	6	15	17	18	17	12	12	28.98	12
Supervision	12	7	7	7	13	8	6	15	17	18	17	12	29.04	11
Relationship with supervisor and peers	12	12	7	7	7	13	8	6	15	17	18	17	29.50	10
Work conditions	17	12	12	7	7	7	13	8	6	15	17	18	33.91	8
Salary	18	17	12	12	7	7	7	13	8	6	15	17	38.45	6
Status	17	18	17	12	12	7	7	7	13	8	6	15	41.43	2
Security	15	17	18	17	12	12	7	7	7	13	8	6	43.35	1

Source: Primary Data

INFERENCE:

From the above garret ranking table to analyze the performance management system inside the organization are ranked from 1 to 12 where the factor *‘Security’* stood at first; followed by *‘Status’*, *‘Achievement’*, *‘Responsibility’*, *‘Recognition’*, *‘Salary’*, *‘Advancement’*, *‘Work Conditions’*, *‘Growth’*, *‘Relationship with supervisor and peers’*, *‘Supervision’* and finally *‘Company Policies’* stood at last.

TABLE 3.7 There is no significant relationship between Age and organization makes the employee to feel positive and supportive work environment

Age	Strongly Disagree	Neutral	Agree	Strongly Agree	Total
Below 25 years	1	2	21	18	42
25-35 years	1	10	30	25	66
35 to 45 years	2	2	19	8	31
Total	4	14	70	51	139
CHI SQUARE TEST RESULT					
CALCULATED VALUE			TABLE VALUE		D.F
7.621			12.592		6

INFERENCE:

In the above analysis, the calculated value 7.621 is less than the table value 12.592 at the level of 5% significance. Hence the null hypothesis is accepted. Thus it can be inferred that there is no significant relationship between Age and organization makes the employee to feel positive and supportive work environment.

TABLE 3.8 There is no significant relationship between Gender and having the necessary support to get the job done

Gender	Disagree	Neutral	Agree	Strongly Agree	Total
Male	4	10	28	13	55
Female	5	24	33	22	84
Total	9	34	61	35	139
CHI SQUARE TEST RESULT					
CALCULATED VALUE			TABLE VALUE		D.F
2.666			7.815		3

INFERENCE:

In the above analysis, the calculated value 2.666 is greater than the table value 7.815 at the level of 5% significance. Hence the null hypothesis is rejected. Thus it can be inferred that there is a significant relationship between Gender and having the necessary support to get the job done.

TABLE 3.9 There is no significant relationship between Marital Status and Managers & Employee Co-ordination are good

Marital Status	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Married	2	4	17	19	8	50
Unmarried	9	13	21	24	22	89
Total	11	17	38	43	30	139
CHI SQUARE TEST RESULT						
CALCULATED VALUE			TABLE VALUE			D.F
6.309			9.488			4

INFERENCE:

In the above analysis, the calculated value 6.309 is less than the table value 9.488 at the level of 5% significance. Hence the null hypothesis is accepted. Thus it can be inferred that there is no significant relationship between Marital Status and Managers & Employee Co-ordination are good.

TABLE 3.10 There is no significant relationship between Educational Qualification and Self - Fulfillment Needs are given by organization

Educational Qualification	Neutral	Agree	Strongly Agree	Total
Diploma	5	12	11	28
Under graduate	6	17	18	41
Post graduate	7	26	23	56
Doctrate	1	5	8	14
Total	19	60	60	139
CHI SQUARE TEST RESULT				
CALCULATED VALUE		TABLE VALUE		D.F
2.019		12.592		6

INFERENCE:

In the above analysis, the calculated value 2.019 is less than the table value 12.592 at the level of 5% significance. Hence the null hypothesis is accepted. Thus it can be inferred that there is no significant relationship between Educational Qualification and Self - Fulfillment Needs are given by organization.

IV. CONCLUSION

Taking everything into account, the execution administration framework that the firm plans to actualize will empower it to fulfill the desires for its partners over the long haul. The firm will take after exceedingly imperative stages that are identified with the new methodology to guarantee the framework is adjusted to the long haul vision that aides its tasks in the business. All the more essentially, execution administration frameworks actualized by the firm

will center on opening up basic leadership procedures to empower representatives to build up their expert abilities in the long haul. Therefore, this will enable workers to add to the long haul achievement of the association by proposing significant thoughts which will enhance the nature of results accomplished. Evaluation frameworks which the association will utilize will empower it to be reasonable for every one of its representatives to urge them to accomplish great outcomes in their individual workstations.

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