
PERFORMANCE MANAGEMENT –A TOOL FOR HIGHPERFORMANCE WORK CULTURE AT INFOSYS

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Abstract

In performance management individuals share their understanding of contribution to an organizationsgoal. The basic purpose of this paper is to understand whether employees are able to understand suppositions of management or if there is any discrepancy in doing the same. The paper also aims to describe how performance management forms a tool for creating a high performancework culture. This researchpaperfocuses on the impact of performancemanagement on employee and their individual growth. Finally it tells how organizationcan give better work environment to employees so that they become productive. It also talks about how important performance management is supposed to be understood by both management and employees so that there is clarity in their expectations. Thus it is very important for an organization to see to it that a high performance work culture is created for growth of the organization.

In the present world where competition is too high, it is prominent for a company to concentrate on the skill set of employees so that progress of the employees can be tapped into. A greater responsibility lies on the management of the organization to create a high performance workenvironment so that employee's progress and finally the organizational objectives are achieved.

The study also concentrates on making the organization understand where it is lacking in terms of giving the best of the employees. It helps create transparency where both employee-employer expectations are brought to light for the betterment of the organization in terms of performance.

KEYWORDS :Performance Management, employee-employer expectations, discrepancy, employee satisfaction

The main reason behind the study is to analyse how important performance management is in the software company Infosys. In the ever changing, dynamic environment it is desired for the companies to get the better result from the employees. Performance management is regarded as vital regarding the same and this study aims to explore if the company is using performance management to its great potential and if there's an impact on employees and the environment in which they work, due tothis.

The duties of HR in the current era has undergone lot of changes where the main attention is on introducing such main plots which allow putting into practice of the major corporate strategies. It can be said that, HR and organizational practices go hand in hand. In the present

day, HR strives for making the performance of the employees better by building a better work environment and giving many chances to the employees for involving in organizational planning and resolution making process.

In present day employee performance and motivation is dependent on all major HR activities. Hence the duty of HR is completely changed from being a judge to a mentor. Performance management is cotemporary and it provides organisation a competitive advantage in the world of intense completion. Performance management is intricate as it consist of tasks like frequent communication, continuous review, and joint goal setting, coaching for better performance, implementation of employee growth programmesetc.

High performance environment starts when a new employee enters an organisation and comes to an end when the employee leaves. Performance management is a process of making better the overall performance of an organisation by focusing on individual performance. Higher performance can be achieved through describing role, establishing benchmark and conveying expectations. According to Armstrong and Baron (1998), Performance Management speaks about enhancing the performance and nurturing the capabilities of team and individuals.

A performance management activity sets the base for fulfilling excellence by aligning individual employee achievements with the company's assignments and objectives and making the employee and the organization acknowledge the importance of a specific job in getting output. By putting up clear performance expectations which include end results, steps and behaviours, it allows the workers know what actually is expected out of their jobs and setting of quality metrics help in removing those works which are of no value at all. Through continuous reactions and coaching, there is a benefit of identifying the issues very quickly and take necessary steps.

Performance management can be termed as a proactive system of managing employee performance for directing the individuals and the organizations towards desired performance and results. It's about bringing out a perfect match between individual and company's plans for attainment of the best in performance.

Literature in this study concentrates on how performance management is an important medium for the organizations to get better output from employees in the organization. The research methodology concentrates on different methods used to conduct test so that results can be obtained. The findings of the study will allow to bring to light the status of the company. The status of the employees is currently analysed in terms of performance and shortcomings will be studied under suggestions so that the company can make better strategies to manage their employees.

Thus the study focusses on analysing how far performance management is a driving force behind the employees being satisfied about the work and the organization in totality. It also brings to light employee dissatisfaction on various parameters designed to measure and rate them in the organization.

Performance management in an organization means the following

- Seeing to it that the organization develops a clear job description so that employees understand performance metrics.
- It also includes developing the right selection policies for the organization so that the right kind of person gets into the organization.
- It should also concentrate on the organization devising the best strategies to make use of the capabilities of the employees in the right way possible.
- It also involves developing the best training models to train the employees in the way in which the organization wants to shape their employees.
- It also involves holding quarterly meets for assessing the performance of employees. This includes checking if the employees are strictly adhering to the metrics developed.
- It checks on devising the best compensation policies so that employees stay hydrated and give their best to the organization in terms of performance.
- It involves career planning and developmental plans of the organization so that employees know what is expected and that they stay long in the company.

OBJECTIVES OF THE STUDY

1. To study the performance management process observed by Infosys.
2. To study the impact created by performance management system on the employees and the environment in which they work at Infosys.
3. To analyse whether employees are able to understand expectations of management or if there is any discrepancy in doing the same.

PROBLEM STATEMENT

A performance management system in any organization is a very important tool to check as to how the employees are working. If this is not taken up seriously, companies will not know whether the employees have learnt what the company is all about and will not be able to understand as to what extent employees have gained knowledge on the practices of the organization. If the company is not able to understand the employees and their capacities properly, it becomes difficult for the company to give their best as inputs. Hence there is a need to analyse the performance of employees. The problem statement says that there is a necessity for the organization to understand the importance of analyzing the performance of employees as and how situations occur and not to wait till the annually.

RESEARCH METHODOLOGY

This study used descriptive research design. The study population was 150 employees at INFOSYS. Data collected using stratified sampling technique and through structure

questionnaire. The data was analysed using descriptive statistics in SPSS.

REVIEW OF LITERATURE

Gunnigle and Flood (1990) say that performance appraisal is a already arranged method to gauge performance, features and skills with the expectation of taking up choices with reference to awarding, motivating workers. Gunnigle and Flood commend that the performance appraisal loop will give the foundations needed to carry out a structured appraisal.

CIPD (2009) discusses approach for the progression of Performance Management in the 21st century is based on the understanding and adherence among managers to “create a high performance, high commitment work system” The reliance on making individual's performance better would lead to an overall better performance of the organisation as a whole is not sufficient, the way ahead for Performance Management would be fitting into the companies policies along with HR policies (Armstrong, 2009)

Gratton and Ghoshal (2002) debate that at all hierarchies, the stress must be on the inner aspects of the appraisal and development process, that is “improving the quality of conversations”, rather than going through “dehydrated rituals”, with honest leaders setting the example for a culture of inquisitive, artistic organisations.

Research of LeenaToppo, Twinkle Prusty (2012): Employee appraisal and employee performance management system are key in the area of performance management in an organisation. There is a shift to employee performance management system from employee performance appraisal system witnessed since last decades. There is a drastic shift in the thinking process of the employees too. Performance management is now viewed as a new tool for making things better at the company.

The paper of AkuaAsantewaaAforo and KodjoAsafo-AdjeiAntwi (2012) studied performance appraisal system as a whole which concentrates on making both employees and employers understand the intricacies. It has been found that the performance appraisal system factors are goal setting, participation, incentives and feedback. Recommendation were suggested upon improving the system.

Johnson and Kaplan (1987) say that performance management appeared during revolutioning industries too. They say that performance is now talked about as a key tool in enhancing the attributes of employees in the long run. They say with fair certainty that performance system came up as a newer branch in the early '50s, when academics and practitioners have become focussed on the need to measure performance and measurement consequences (Argyris, 1952, Ridgway, 1956).

As per Atkinson et al. (1997) performance measurement should enable the entities to understand and analyse the value got from suppliers and employees, the worth given by all those associated with the company. It also measures the effectiveness of processes practised

in the economic entity and its strategic factors. Thus performance management enables tracking the progress in employees and the organization as a whole.

SUMMARY OF THE FINDINGS

Test used: Chi Square

Null Hypothesis (H0): There is no association between the performance management process bringing to light strengths, weaknesses of workers and also top authorities providing worker counselling for betterment of work environment.

Alternate Hypothesis (H1): There is a significant association between the performance management process unleashing strengths, weakness of workers and also top authorities providing employee counselling for betterment of performance standards at workplace.

	Employees Opinion towards Infosys’ Provisions						Total
	OPINION	Very Good	Good	Neutral	Bad	Very Bad	
PERFORMANCE MANAGEMENT- A Tool for performance enhancement	Highly Satisfied	25	-	-	-	5	30
	Satisfied	-	30	-	25	-	55
	Neutral	-	-	30	6	-	36
	Dissatisfied	5	-	20	-	-	25
	Highly Dissatisfied	3	-	-	-	1	4
	Total	33	30	50	31	6	150

CALCULATED VALUE

Observed Frequencies(O)	Expected Frequencies(E)	$(O - E)^2$	$(O-E)^2/E$
25	6.6	338.56	51.29
5	1.2	14.44	12.03
30	11	361	32.81
25	11.36	186.04	16.37
30	12	324	27
6	7.44	2.07	0.27
5	5.5	2.5	0.45
20	8.33	136.18	16.34
3	0.8	4.84	6.05

1	0.16	0.70	4.37
Calculated Value			166.98

Calculated resulting figure (χ^2) = 166.98

Tabulated figures of chi-square

Degree of freedom = (row-1)*(column -1) = (5-1)*(5-1)=4*4 = 16

Critical value: the table value of chi square at 5% and for 16 degree of freedom is χ^2 (0.05, 16) = 26.296

INTERPRETATION: As the above calculated value of χ^2 = 166.98 is $>$ χ^2 (0.05, 16) = 26.296, so the null hypothesis (H0) is not considered and the alternate hypothesis (H1) is accepted

Result: Thus we can interpret that there is an association between performance management system and the management helping in enhancement of employee performance to create the best workplace.

CONCLUSION

Infosys has taken up new performance appraisal methodology called iCount for its workers that looks forward to award performers on the basis of specific targets. As a part of iCount, workers will be given feedback and also undergo judgments throughout the year rather than undergoing the same annually.

Chi square test helps us to analyse the data obtained through questionnaire where employees answered questions relating to how employees got affected by the performance management system at Infosys. The result of the test says that H0 is not considered and H1 is accepted which shows that there is an association between performance management system and the management thus helping in enhancement of employee performance. The test is conducted with 16 degrees of freedom and 5% level of significance. The analysis says that employees are happy with it as it is helping them enhance their performance and work on their drawbacks.

It is found that the performance management system is helping the employees understand their strengths and work on their weaknesses. Employees are thus able to understand what the management is expecting out of them in terms of performance. The questionnaire helped in knowing that employees are aware of the parameters on which the management is rating them, so that they transform their method of working.

It can be concluded saying the appraisers and reviewers should be trained so that the appraisal process becomes consistent across the entire organization. The process should be more transparent which could be achieved by having a session where each employee in the peer group is allowed to present his/her case before others. In this case everyone in the peer group

is aware of what are the benchmarks against which the rating is given.

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