

# A Review on Current scenario in Performance Management with Respect to Performance Issues

**J. Sheeba Rosaline**

Lecturer, XIME, Electronic city Phase II, Hosur Road, Bangalore  
sheeba@xime.org

## Abstract

*To gain competitive advantage, performance of the employees are to be increased. Performance appraisal evaluates quality, quantity, cost and time. It also ensures how well the resources are used effectively and efficiently. The article focuses on the current scenario in performance management, challenges faced by hr professionals in managing performance, to enumerate the performance issues and finally overcome the challenges in performance management. Websites and relevant literature were referred for collecting data. Performance management system in both private and public sectors are reviewed. Challenges in change management strategies, leadership development, talent acquisition and retention are the several challenging roles that the hr professionals have to perform in an organization. Performance issues are encountered in every stage of performance management process starting from fixing of objectives, measuring dimensions to evaluation of performance. There also exists problems while linking performance with pay. The information technology has crept into each and every corner of the human resource management system and performance management is no exception. Integration of people, technology and information is the solution to performance issues. After analyzing the performance gap, the holistic approach can be followed to achieve the overall performance excellence.*

**Keywords :** Performance Management, Competitive Advantage, Business Intelligence, Talent acquisition and retention.

## Introduction

David Cameron quoted, "We will say to people that if you can work, and if you want to work, we will do everything we can to help you. We will give you the training, we will give you the support and we will give you the advice to get you going and get you back at work." Performance management is different from performance appraisal though it is being used synonymously. Performance management is much of a broader term when compared to performance appraisal which is just a subunit of it. Performance management is the systematic way of evaluating the work of individuals and to work out their contribution in achieving the organizational goals. Knowledge, skill, ability, competitive advantage, adaptability, workplace, health, social

values, motivation, effort, organizational commitment equity, team building task and environment are the factors determining the performance of the organization. The knowledge, skill and attitude make up the employees and they can act as a significant factor in enhancing the performance of the individuals. The social values, the working environment can greatly influence the performance.

Managers should aim for work place harmony in a team-oriented work environment. Work ethics act as a key variable in performance management. Good moral of the employees help in performance development. Proactive way of monitoring of the environment is required for the increased performance level in organizations. Managers have to develop competencies, ability

to motivate, improve upon decision making and communication skills. Managerial skills are the set of attributes that enhance the personality of managers and help in managing the employees. Best managerial skills can be used to motivate the employees and in turn aid in enhancing the organizational performance. The managerial skills are to be upgraded to not only improve the performance of managers but also that of the employees. Capacity building is a management skill which is required for developing high performance. Performance management is considered to be one of the complex activities of Human Resource Management. Human resource management aims at meeting the supply and demand of the workforce. To tap the competitive advantage of performance management, it is mandatory to identify the changing trends, performance issues and then go for overcoming of the performance problems. The success of the company solely rests on the effective performance management system. Hence it is imperative to analyze the current trend in performance management.

### **Research Methodology Objectives of the study**

1. To study the current scenario in performance management.
2. To analyze the challenges faced by hr professionals in managing performance.
3. To enumerate the performance issues.
4. To provide suggestions to overcome the challenges in performance management.

Data collection :

Secondary Data was collected from websites and relevant literature in books, journals.

Review of Literature :

### **Harnessing the competitive advantage of performance management**

From the business lexicon competitive advantage can be defined as ‘the superiority gained by a firm when it can provide the same

value as its competitors but at a lower price, or can charge higher prices by providing greater value through differentiation’. Competitive advantage results from matching core competencies to the opportunities. Competitive advantage can be achieved through the employees by using the analytical framework of strategic management, creating good leadership, building effective communication, reward management system and laying emphasis on organizational commitment. Companies should grab the opportunity in making use of the strategic arena of Human resource management

The competitive advantage with respect to cost greatly influences financial performance. The resources of the company and competitive advantage act as a mediator variable in establishing the positive relationship between performance environment (Lopez 2009)

Effective team building plays an integral part in determining the organizational performance. Teambuilding helps in creating awareness, developing practical skills and the importance of team work. (Williams, S. 2003). Also it is mandatory to create a high performance competitive advantage by increasing the efficiency and decreasing the cost. There are many approaches to performance management like total performance management, skills or competency-based, team-driven or through learning and coaching.

Competency based performance is to be adopted for improving the system as a whole. Organizational commitment which is the measure of an employee's attachment to the organization is very important in determining the performance of the individuals. Motivation was found to be the determining factor for organizational commitment and performance in a study that was conducted among the employees in a Fortune 500 manufacturing organization. (Angle, H 1994).

### **Current scenario in performance management**

Performance Management helps in effective

use of men, finance and material. Strategic HR, increased integration of HR functions and online performance management systems are the talk of the day. With the advent of latest technology, individuals find it easier to sort out the performance issues. With increasing use of performance management technology, managers and employees can more easily communicate regarding performance issues.

With regard to the performance appraisal techniques, the 360 Degree Feedback Appraisal which is also known as multi rater feedback and team performance appraisal are gaining momentum.

The Research outcomes of (Roslyn,S1996) revealed the trends in performance appraisal and suggested that the evaluation and review should be conducted regularly. Currently there are two managerial challenges namely TQM and work teams. Of all the studies relating to performance management, performance management practices are of recent occurrence.

As per the impact study (Sumlin, R 1997 ) it was found out that performance management systems directly influence organizational outcomes, financial performance, productivity, product or service quality, customer satisfaction, and employee job satisfaction. As per 1997 DDI study providing training to managers was the most frequently used best practices in performance management followed by competency based and team based performance systems.

A review of the components of a performance management system should be done to tackle the performance issues. In most organizations performance appraisal is done annually. But day-to-day performance appraisal will help in the long run. The workplace culture greatly influences an individuals output. The best working atmosphere can tap the full potential of the individuals. This in turn will guarantee achievement of goals.

Towers Watson's 2010 HR Service Delivery and Technology Survey report consisting of 500 companies indicated that the performance issues

were on the top of the HR delivery issues of concern. During recession, the companies learned to manage the performance level by following an effective talent management system.

Talent Management is the latest topic in HRM that refers to the recruitment, selection, training, development and retaining of employees. The companies should fix their targets and then go for the well managed talent acquisition system during the human resource planning process. Human resource planning is an integral part of talent management as talent acquisition not only includes filling the vacant positions but also predicting future. Hence talent acquisition and retention are considered as the keys to reach performance excellence.

The HR person is a source of competitive advantage and it is his role to mix and match the employees during the process of Human resource planning. Besides talent acquisition, the great job of Human Resource Manager is to retain the talents. When we talk about talent retention we should know the reasons for which the employees leave their jobs. The knowledge, skill and attitude of the HR Professionals are to be upgraded so that it increases the scope to attract and retain the best candidates.

As per the survey conducted by 2007 Towers Perrin Reward Challenges and changes survey, 43 % of respondents stated that their performance management systems were not effectively linked with the business needs and they are the identified gaps that adversely affect the performance. With this the result showed that the organizations with strong leadership support received very good impact on performance. In general the human resource activities must be linked with strategic goals which are the integral part of the organization. The companies have to show a proactive approach to people management and also the HR is brought to a strategic position. The corporate goals are to be aligned with individual goals.

Whenever performance management comes

into practice, the organizations face several challenges such as the choosing the performance appraisal technique, errors in rating and evaluation and also the resistance faced by the employees. The effectiveness of the system rests in accuracy of the performance system. It is necessary to link performance management system with corporate systems like balance score card. It is necessary to quantify the targets while measuring them. Proper allocation of responsibilities is a must for the employees. The role ambiguity should be removed from the system. There should be strategic support on the part of the employees for the goal setting process. Effective proactive succession planning is very much essential for building and maintaining the performance of individuals.

The survey report revealed (SAS, 2007) the percentage of performance management practices that are followed by the companies.

Activity	Companies Practicing (%)
Performance measured against goals	81
Reporting of information	78
Tracking of key performance indicators	76
Identification of improvement opportunities	66
Decision-making improving competitive advantage	56
Decision making on understanding of why problem occurred	54
Threat/Risk Mitigation	50
Resource Alignment	46
Methodology Adopted such as Balanced scorecard	43

performance management systems in public sector

At XIME (Xavier Institute of Management and Entrepreneurship) during the inaugural address of the National Seminar on HR/IR Best Practices in Public sector, the Union Minister for Labour and Employment, M. Mallikarjun Kharge highlighted the importance of performance of public sector companies as it is very much associated with the country's leadership. The president of XIME, Prof. J. Philip described PSUs as "treasure trove" of good HR practices.

Truly it is the hour of following the 'innovative practices', the so called best practices in HRM. Public sectors look forward to improve the quality but at the same time think of reducing the cost. The organizations have started adopting the innovative practices to enhance performance. The performance of the public sectors are stretching towards the line of improvement. There has been favourable performance in the Indian public sectors.

The Public sector banks are good at product innovation, marketing and implementation of technology but talent acquisition is quite difficult for areas like specialized services such as treasury and risk management. The fast-track promotion policy and incentive-linked performance package will solve the performance issues. (Bhoir, A,2010.)The public sector need to be more transparent with respect to its performance management system. There is also call for governments to improve accountability with the aligning of the organizational objectives with that of the human resource activities.

The performance standards and outcome measures were introduced to the training programs in the public sector by the US Department of Labor according to the Workforce Investment Act (WIA).Setting of performance targets determines the incentive system in the performance management system. It lays emphasis on the feedback and also the ways to



improve the effectiveness of the system. The chief aim of the study was standardization of the performance data and to produce accurate program performance. Managers should have the information in hand before setting the performance targets so that it is fair and uniform. Generally managers face the problem during design and implementation of the performance system.

The research studies carried out Mayne, J (2006) the advisor of public sector performance of Ottawa showed that performance measures and evaluations are the result oriented management strategies in any organization . Performance measures and evaluations are considered to be costly and also a limited set of measurement tools. The data collection on performance indicators is crucial for any public sector .

The crucial factors the affect the efficient performance of the Nigerian financial institutions are lack of adequate supervision, undue interference from board members, political crises, undercapitalization and fraudulent practices (Chigozie 2009).

OECD, an international organization helping governments tackle the economic, social and governance challenges of a globalised economy submitted a report highlighting the performance challenges and the progress made in enhancing the public sector performance. It is a well known fact that the service sectors are doing much better than the manufacturing sectors that are also climbing up the performance ladder (Gurria, A 2007)

performance management systems in private sector

The HR professionals have to ensure that there is involvement of people in the planning, design and strategy of the performance system. From the research study on the performance system in Endurance private limited, Maharashtra (Kumari,G 2010) it was concluded that respondents had strong positive inclination towards performance analysis cum review. About

60% expected open and friendly relationships during review meetings. They also agreed to the fact that the performance management system is a part and parcel of the functioning of the organization and the system can be reviewed keeping in pace with the changing trend.

The adoption of balance score card method of performance evaluation of private companies was tested through questionnaire method. The respondents were from the Egyptian stock exchange market. Performance evaluation is done both in monetary or non-monetary basis. Customer satisfaction is an example for non-monetary basis of the performance evaluation. The findings and discussion were related to the performance appraisal. The balance score card is being followed in Egyptian companies but there is scope for improvement in this system. (Ismail,T. H, 2007).

Asian Development Bank (2006) report provides the evaluation of performance of private sector and the overall rating was successful in Industrial Credit and Investment Corporation of India (ICICI) and to Industrial Finance Corporation of India Limited (IFCI).

Challenges faced by HR Professionals in Performance Management

The results of the survey conducted by World federation of Personnel Management Associations showed that the HR professionals faced challenges in change management (48%), leadership development (35%) and measurement of HR effectiveness (27%). *Change Management* The hr professionals hold the responsibility in delivering the change strategies. The analysis of training and development in the new or the changed area has to be undertaken later on to conduct the actual training. The innovative technologies in training are to be adopted.

Chan, Alvin in his article on Hrm Singapore Asia motivation tumble laid emphasis on the challenges of Human Resource Management . He brought out the necessity of the

human resource professional to cope up with the changing aspects of the organization. The HR need to use the management functions in an efficient and effective way keeping in pace with the current trends.

*Leadership development* is another area of challenge for the HR professionals. It is a well known fact that great leaders are not born but made. Though some leadership skills are inborn there is also requirement of building leadership through mentoring and coaching. Counseling or coaching is an excellent approach to mitigate the performance problems. The Human Resources professional has the huge responsibility of leading and enhancing the leadership skills of individuals in the organization.

*Strategic Human Resource Management* is the talk of the current decade. Strategically aligning the HR activities with the organizational goals will do wonders. With the blooming of the companies worldwide it is dire necessity of the organizations along with HRM department to redefine the HR functions for the achievement of the objectives. The duties and responsibilities should not be imposed on the employees but rather come from them through suggestions via discussions. HR Manager should come up with the novel ideas of converting theoretical models into practices while implementing performance. The most essential role to be played by HR is strategic that can lead to organizational effectiveness. Workplace Diversity Based on the papers published on Ethical Issues facing HR Professionals (Michelle, M 2010) it is possible to say that HR professionals are capable of managing diversity. There are ethical issues involved in providing training to maintain the workplace diversity.

Talent Acquisition and Retention Attraction and retention of employees is one of the crucial factors in determining the success of an organization. For an example lack of middle level of management and attrition rates are the challenges faced by IT industries. Attrition rate in BPO's is perceived to be very high. The net result

of poor performance appraisal system lead to attrition. In general no matter whatever may be industry whether manufacturing or the service, redesigning of jobs can be done to reduce the problem of attrition rate . It is also vital to motivate the employees towards organizational commitment . Staff retention is often linked with the performance appraisal.

Planning is a set of intended actions, through which one expects to achieve a goal. Employee participation is required right from the planning stage of performance management. Performance standards should be set and measurable. Flexible performance plans should be prepared.

A thing well begun is half done. Hence the first step to begin with will be identifying the problem. This is to be followed by conducting a meeting and carrying out a discussion on the performance gap. A performance management process holds the goal of aligning individual employee achievements with the organization's goals. The performance management process consists of planning, managing, appraisal and monitoring.

Kohli (2008) gave the conceptual model of performance management system in his book on performance management. There are several stages in conducting performance in an organization

1. Organizational objectives and strategy
2. Assessment of organizational performance needs
3. Setting organizational performance expectations
4. Establishing performance management process
5. Measuring effectiveness of performance management

Developing an effective performance management system is a big challenge for the Human Resource Professionals. In Performance Management the duty of the HR manager is to act

as a counselor and motivate the employees. HR's can help the employees in identifying their strength, weakness, opportunities and threat through SWOT Analysis. Generally the employees are quite scared of when they hear the word performance. Performance review should be more of a developmental discussion rather than judgmental in order to put the employees under ease. That is to say that performance should be employee friendly. Also the employees are to be trained so that they get familiarized with the performance. Managing poor performance is an integral management skill.

The performance management system

can be made effective by timely feedback and removal of performance errors like individual biases. Fairness in performance management is what is expected from every employee in an organization. Moreover to keep the system going there must be a good implementation system. Either top down or bottom up strategy can be followed but generally in a new system it is better to go for the earlier mentioned strategy. The suggestions can come out from the employee rather than the manager. In order to increase the effectiveness of the performance system the feedback source should be kept anonymous. Finally it is the shared responsibility to make the

Table1. Changing roles of HR:

HR ROLES (Tactical)	CHANGES IN ROLES (Strategic)
Recruitment & Selection Officer	Virtual HR Recruiter
Training & Development Manager	Development Officer
Change Agent	Change Analyst
Performance Manager	Performance Consultant
Industrial Relations officer	Liaison Leader
Compensation Manager	Compensation Expert

performance work properly.

The chief role of the HR professional is to manage the appraisal system. The HR Professional must play an intermediary role between the managers of other departments like marketing, finance, and employees during the entire performance management process. The role of HR begins with the job analysis consisting of job description and job specification. This involves collecting, analyzing, and documenting the facts about a job. The duties and responsibilities are provided under job description. The job specification include the qualifications or skills needed by the person for the job. Then they have to fix the objectives, determine the performance management systems,

collect data , data analysis and conduct feedback. From the several types of objectives such as short range, long range, routine, organizational and problem-solving the objectives that fit the situations are to be selected.

Workplace flexibility or the virtual office is available for the employees in IT industry. This allows its employees to enjoy the privilege of working in a flexible place and timings. The time has come when the HR managers will have to deal with the virtual workplace and will have to integrate the activities so that the entire hr system is well managed. It is also their role to ensure that there is continuous workforce availability that are to be utilized effectively for the betterment of the

organization as a whole. Accommodate employees in their virtual work locations and find ways to manage corporate culture, socialization and employee orientation. In order to obtain and maintain a competent workforce, they must act as organizational performance experts and shape employees behavior without face to face meetings.

There again the problem of performance arises that has to be managed by the HR through

innovative practices. The result oriented performance in general are worked out on the basis of the formula that includes output per input. In the case of workplace flexibility the performance is to be calculated without considering the working hours that may change invariably from person to person. As such the organizational structure and the responsibility sharing will also change. New guidelines are to be included for the effective functioning of both the

### Performance Issues

Table 2 : Performance Issues

S. No	Performance Issues	Title	Author	Website
1	Conflict while fixing performance objectives, Issues in linking compensation to performance management	Book Review On Performance Appraisal Issues	Adnan Original Author: Sanjeev Kumar	<a href="http://www.shvoong.com/books/72412-performance-appraisal-issues/">http://www.shvoong.com/books/72412-performance-appraisal-issues/</a>
2	Implementing performance management, Measuring/evaluating dimensions.	Common Performance Management Challenges	Roger Sunlin	<a href="http://www.workinfo.com/free/Downloads/135.htm">http://www.workinfo.com/free/Downloads/135.htm</a>
3	Cost involved in performance implementation, Timeliness	Combating performance Management Challenges	Rich Cargille	<a href="http://www.rdacorp.com/PDF/Combating%20Performance%20Management%20Challenges.pdf">http://www.rdacorp.com/PDF/Combating%20Performance%20Management%20Challenges.pdf</a>
4	Lack of Skill or motivation	Root Causes for Performance Issues	Joni Rose	<a href="http://www.suite101.com/content/performance-management1-a977">http://www.suite101.com/content/performance-management1-a977</a>
5	Linking performance with corporate goals, identifying performance indicators, Managing feedback	Challenges in Performance Management	Lori Warwick	<a href="http://www.ehow.com/list_6522534_challenges_performance-management.html#ixzz1DIcHbY4j">http://www.ehow.com/list_6522534_challenges_performance-management.html#ixzz1DIcHbY4j</a>
6	Poor Performance of employees, diagnosis of performance problems	Performance Improvement Strategies	Susan M. Heathfield	<a href="http://humanresources.about.com/od/manage_performance/a/manage_perform.htm">http://humanresources.about.com/od/manage_performance/a/manage_perform.htm</a>



7	Absence of training in performance, using performance as a command and control device	Perspectives on enduring and emerging issues in performance appraisal.	Gary E. Roberts	<a href="http://www.questia.com/googleScholar.qst;jsessionid=583A94ED0D38A0A165F07279EDAFD717.inst1_3a?docId=5001379516">http://www.questia.com/googleScholar.qst;jsessionid=583A94ED0D38A0A165F07279EDAFD717.inst1_3a?docId=5001379516</a>
8	Barriers-Time, training, tools, and temperament limit the employee's ability to perform the task or accomplish the objective.	Use Employee Coaching to Improve Performance	Susan M. Heathfield	<a href="http://humanresources.about.com/od/glossary/c/g/coaching.htm">http://humanresources.about.com/od/glossary/c/g/coaching.htm</a>
9	Salary administration while linking rewards with performance	Human resource issues need constant attention	Derek Stockley	<a href="http://derekstockley.com.au/a-hr-issues.html">http://derekstockley.com.au/a-hr-issues.html</a>

The integration of the human capital with the business objectives leads to increased productivity in the organization. Organizations have the difficulty in linking performance with the corporate goals which is the ultimate destination. If the performance objectives are not properly defined, then issues may occur. Performance management can be linked with the outcomes like quality of goods and service, cost, market share and profitability.

In order to solve the performance problems, the first and the foremost step would be identification of the performance issues. Activity relating to identifying of performance problems can help the managers in identifying the root cause of the problem and solving them.

Performance analysis quadrant is a very good example for the same. The manager can draw a performance matrix consisting of four quadrants consisting of motivation, resources, selection and training laying emphasis on job knowledge and attitude of the employee. Finally the intersection point in the matrix provides answers to the problem.

The nine boxes model as formulated by Rummler and Brache consists of three levels of performance namely organization, process and job. Goals, design and management are the three performance dimensions. Performance issues

may rise as a result of failure in performance dimension. For the betterment of the organization, improvement must take place at all the levels. It is mandatory to have clear-cut goals at each level of performance. Then comes the good management system that should be in a position to adapt to changes.

The organisation, process and people are interrelated that is to say that a change in one of these levels causes a change in the other. The failure of the system occur when there is problem in interrelationship. The performance indicators are to be understood well as they are directly related to the net results. The manager has to decide what type of indicators or performance appraisal are to be followed whether result, trait or behavior based. The performance appraisal methods are to be selected judiciously.

Evaluation can be done by peers, customers, subordinates, computers. The paradoxes or the errors in performance have to be reduced in order to achieve effectiveness in performance appraisal. HR management practices need to show how the company policy will be met in alignment with the employee's contribution.

In order to have a check with the employees, managers follow the command system in performance management. The lack of performance related to training is another major

reason for the performance management failure. Factors like time, training, tools and temperament may adversely affect the performance of the employees.

In Multinational companies, the cost involved in performance management process itself is huge. Unless and otherwise there is a standard system for appraisal it becomes laborious and also the time factor becomes a constraint.

Measurement of Performance appraisal is indispensable in the performance management process. Performance metrics is helpful in monitoring the employees so that the goals are achieved. In the performance monitoring stage there is a series of steps to be carried out. They are planning, managing and documenting data collection. In the Monitoring Phase the manager and the employee meet yearly twice or thrice. The problems are discussed and suggestions are provided for the same. Discussions on the limiting factors of the performance can be made and the employees are to be allowed to provide their suggestions for improving their performance. There should be synergy between the employees and the organization in understanding the specific roles of the job. The employees should be made clear about what are the expected results, actions and behaviors. Performance standards are the written statements on how well a job should be performed. The performance standard acts as a benchmark against which to evaluate work performance.

The outcome of the performance has to be in accordance with the expected organizational goals. In the performance appraisal process, the manager prepares a report on performance. The biggest challenge is feedback and since it is a two way process there has to be proper method for the feedback review. Critical feedback as well as encouragement is to be provided for the employees to excel in future.

Generally the performance feedback is linked with compensation. The organization also faces problems while linking the performance with pay. Employees develop performance culture which has to be dealt very delicately so that good performers keep on improving and also there is scope for improving the poor performers.

It is necessary to clarify the objectives of the organization to avoid conflict. The individual performance has to be made quantifiable if at all the organization decides to link performance with pay. Hence salary administration is a challenging area in performance management whenever performance is linked with pay.

Moreover the quality management strategies should be considered as complementary to each other. Also barriers in communication are to be removed to smoothen the performance process. Performance is the combination of ability and motivation of the individuals. Hence poor performance in individuals may be due to the lacunae in any of the two. The poor performance of employees may be due to lack of ability, skills, motivational issues, personal issues or environmental issues.

If lack of skills is the reason for poor performance, then that skill building activities can be emphasized. It is the human tendency to grow with motivation and so the managers must ensure that the employees get motivated.

The Aberdeen Group Report (2010) throws light on the characteristic features of the employee performance management practices in manufacturing organizations. The human resource and business professionals were the samples taken for the study and the key performance indicators along with the challenges were analyzed.

About 59 % of the respondents indicated lack of follow-up between managers and employees regarding progress against goals and performance expectations . Difficulty in communicating the organization's strategy was pointed out by 40% of respondents and 35 %

declared more of dependence on manual process as the challenges faced by the employees that affected their performance. The solutions to overcome the performance problems include automation of performance process, alignment of the employees goals with the strategic objectives and development of innovative learning culture for boosting organizational commitment.

Suggestions to tackle the hr issues in Performance Management

### **Business Intelligence – Key to Performance Excellence**

#### **Business Intelligence**

*Computer-based techniques used in spotting, digging-out, and analyzing 'hard' business data, such as sales revenue by products or departments or associated costs and incomes.*

(Courtesy : Businessdictionary.com)

In the era of information technology there is dire necessity that the companies adapt latest innovative technologies. Information and technology are the critical components of performance management and Business Intelligence can be a major contributing factor . In order to introduce the new approaches in hi-tech organizations, the managers should consider the factors such as organizational structures, managerial practices, technology and feedback. This is a laborious task as it involves all the employees in the organization during the whole process of restructuring during the introduction of novel practices.

Technology plays a key role in the success of performance management and a good example is TCS Solar© that ensures 10% increase in operational efficiencies and up to 90% reduction in cost. It combines both business intelligence and knowledge management for improving the quality and also to adapt to the changing situations in the business. (Ventana Research,2010)

The DELTA Model –Data, Enterprise, Leadership, Target and Analysts is given in the Book of Analytics at Work: Smarter Decisions,

Better Results by Jeanne G. Harris, executive research fellow and senior executive at the Accenture Institute for High Performance, in collaboration with Thomas H. Davenport and Robert Morison, The foremost requirement is the good data followed by enterprise and then leadership which is very crucial. How business The companies can achieve high performance excellence by using analytics in a strategic way.

Human Capital Management process is one of the key components of streamlining of the HR Processes. Infosys Human Capital Uses software Packages like PeopleSoft, SAP and Oracle ERP for achieving operational excellence. One of the customers of Infosys, Verlinden Rudy ERP Programme Manager at Telenet certifies that Infosys has helped in the HR process through Oracle E Business Suite. Infosys HCM provides the complete set of HR services that include HR recruiting, consulting and outsourcing.

By applying the principles of Mixed Methods the research was carried out and the conclusions were that the success of the organization depends on the ability to collect and evaluate business intelligence with respect to performance. Performance indicators should be used for measuring performance. In this company the performance was measured against guest satisfaction surveys that is the guest value created by them and the business success which is created on a long term basis. The employees themselves set their performance goals and rate themselves. This method of performance appraisal shows transparency of the organization and also increases the trust of the employees. (Blankenship 2004). Nowadays HRM is being clubbed with IT and a good example is EmpXtrack Performance Management Software that is being used by companies during the performance process. Generally the manual process of performance is very labor intensive and hence it is essential to go for automated software to make documentation and analysis not only easy but also effective. Thus it has become mandatory to combine performance with IT and focus on developing specialized

performance tools.

Integration of people, information and technology Organizations that follow a sequential approach to integrating performance have the greater opportunities to succeed. SAS report, 2007 provides a comprehensive report on the performance management practices and organizations face the major problem of integrating the systems.

Bange, C (2009) identified the key challenges faced by the organizations and the methods to improve them in future. It also includes the integration of the performance management processes. The study was conducted in various industries throughout the country and the key areas include Business, Organization and Technology. There should be clear linkage between the strategy and performance management systems.

It becomes necessary to integrate people, technology and information. This will help in gaining advantage over cost and also lead to better decision making. For an instance Google has started its recruitment on People Technology and Operations (PTO) Integration Analyst .The position demands the responsibility of maintaining the network between technology, operations and people. He has to act as a liaison officer between stakeholders, team members and technical experts (software engineers). This is to ensure operational integrity clubbing innovation and human resources. Experience in Human resource information system or human resource management system (HRIS/HRMS) is the added advantage for the position.

### **Conclusion**

A comprehensive snapshot of the current scenario in performance management with special emphasis on performance issues has been brought into focus. Performance management is a system that takes place between the time when an employee joins and ends the job. Human resources form the integral part of the performance management systems and every

organization aims at achieving performance excellence. The performance management system helps in analyzing the gap between what is there and what should be is really important. This will help in improving the performance level of the managers and in turn the overall attainment of the organizational objectives. Apart from the contemporary performance measures the performance study should be used according to situations. Performance studies have also got the advantage of being cost effective, flexible and warehouse of data. The performance studies can be used to do the analysis and interpretation of results. It is the duty of the managers to effectively utilize the resources on a daily basis. Performance studies will be highly useful in this regard. There are varieties of tasks that are to be followed by the HR professionals during performance management. The first step is to create an organizational culture for sharing information. Then the managers are to be trained on how to conduct performance in an organization, evaluate them and also to provide feedback or performance review to the employees.

During the performance feedback process the employees past behavior has to be changed through developmental discussions. Apart from being analysis from feedback kind of approach, the problem has to be solved in a proactive way. As motivation increases performance, team morale can be increased through performance breakthroughs .Good managerial skills can create a world of difference in the efficiency and performance of a firm that improved through intensive training.

Earlier human resource professionals played the prominent role in recruitment and selection, training and development, maintaining industrial relations and compensation management. But now the roles of hr professionals have changed in recent trends and they have to cope up with the changing business world. The metamorphosis of HR shows that the inclination is towards strategic level of management from the tactical and line level of management. The HR strategy should



evolve from a transactional support role to partnering in the organizations business strategy. Then there will be significant scope for improvement in the performance management systems of many companies. Human resource management must be practiced in an effective way at all the levels of management. It is crucial that day to day managing of performance is carried out in a holistic way. Thus integration of people, technology and information will be an excellent solution to overcome the performance problems.

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#### Author's Profile



**J. SHEEBA ROSALINE** The author is a faculty in the department of Human resources in Xavier institute of Management and Entrepreneurship, Bangalore. She has completed Masters in Business administration with specialization in HR and holds five years of work experience. She has qualified the university Grants commission National Eligibility Test for Lectureship in management. She has written articles related to human resources such as current issues in training & development, Critical aspects of Talent Management System and change management.