## Implementation of Green HRM Practices for sustainable development in Indian Organizations

**Prof. Dr. Sachin Bharadwaj**
Principal ,Mahatma Phule Institutae of Management & Computer Studies, Hadapser, Pune-28

**Abstract:**
*Indian organizations including start-ups to established firms need to focus on sustainable development. These organizations are trying to balance their economical, social and environmental factors for short term and long term perspectives. Green HRM function is motivator, leader and initiator to promote sustainability within organization through its practices and policies. Implementation of Green HRM practices through its policies helps to increase the overall efficiency of the organization, employee engagement rate and retention rate. It also contributes in organizational cost-saving. HR can contribute by applying different ways to promote Go- Green aspect of the organization through implementation of the practices in its various R to R functions (Recruitment to Retirement or Resignation). This research paper focuses on need of Green HRM practices for sustainable development of organizations and also suggestions for taking initiatives to adhere with Go- Green vision. Emphasis of this research paper is on exploring different ideas to reach the green goal or green vision of the organization through implementation of HR policies and HR Practices. Every organization should proudly introduce its HRM as Green HRM. Start-ups also should promote Green HRM from initial stage to get benefits for long term.*
**Keywords:** Sustainable development, Green HRM, Environmental Management, Green HRM practices, Organization, Eco-friendly environment, Go-Green

**Introduction:**
Nowadays Organizations are facing environmental issues like air pollution, noise pollution, limitations on non-renewable resources, etc. These organizations are mentioning Sustainability in their long term vision. Sustainability means meeting the needs and demands of people today without compromising the ability of future generations to meet their requirement.These organizations are trying to balance social, economical, environmental and resource needs, for present and future generations. They are sincerely working to maintain Go green status with a high quality achievement and environment, locally and globally. They are keenly thinking about sustainable development. Many organizations in India had already started CSR activities to promote Go Green status before the mandatory legislation. HR department has taken active participation in those activities. But the same eco friendly environment should be maintained within organization.

**Objectives**:
1. Understanding need of  Green HRM practices to look forward in sustainable development
2. Study of value addition in sustainable development of organization by implementing Green HRM practices in various HR functions

**Research Methodology:**

This paper is based on the information collected through interaction with employees in different organizational sectors as primary data and various research papers and articles regarding Green HRM as secondary data.

**Analysis**:

World Commission on Environment and Development (WCED) has defined sustainable development in 1987 as 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' It is necessary for every organization to be successful for long years instead short term success. Organizations need to plan for sustainable development and execute and control accordingly. Manpower is the most important resource of the organization that can be utilized to reach green vision. Green HRM means the human resource management of the organization which is keenly trying to support environment friendly vision of the organization. HR function is motivator, initiator and leader to promote sustainability within organization through practices and policies. HRM should proudly introduce itself as Green HRM while using HR policies to encourage for the sustainable use of resources within business organization through the practices. Organization should connect Green HRM through HR practices for setting and achieving the Green goal. Green HRM practices will help organization to develop Go- Green mentality within organization. Green HRM can contribute to the conservation and preservation of our natural environment through its practices that will ultimately ensure environmental sustainable development of the organization.

HR should implement practices by encouraging employees for making green workplace. Some ideas of different Green HRM practices according to most important HR (R to R) functions i.e. functions including recruitment to retirement or resignation are suggested as below:

1. **Policy Making:**
   - Green aspects should be included in HR Policy. Green HR goal and Green HR vision should be set to connect with the organization's vision, mission and value system.
   - Rules should be strictly followed to adhere with Green Vision.
   - Environmental friendly initiatives like use of solar energy, use of wind energy, Paperless work, optimum use of water should be promoted through policy.
   - Policies should be related with planned activities.
   - HR person should communicate with all stakeholders in the organization and should take their support for Green HRM policies instead keeping it as just paper-exercise
   - Common transportation facility should be promoted in HR policy.
   - HRM should give support car pooling.
   - Whenever possible, Video Conferencing should be suggested by HRM.
   - HRM should help in decreasing carbon footprints by deciding work timings as per less traffic.

## 2. Recruitment and Selection:

- Eco friendly objectives should be Included in job description by HRM.
- Job sharing should be done using e- process.
- Implementation of Paper-free recruitment process should be promoted by Green HRM.
- Eco- friendly locations should be selected for interview.
- Paperless interview process should be promoted.
- Telephonic or virtual interview should be preferred by HRM.
- Green awareness of candidates should be checked at the time of interview.



## 3. Training and Development:

- Green aspect should be introduced in the induction process
- Eco-friendly awareness should be included with the skill development process. Development of green personal skills should be established.
- Training should be provided to the staff to produce green analysis of workplace.
- Training regarding waste management and optimum use of resources should be provided to the employees.
- The employees should be made aware of green issues, green procedures and policies of organization.

### 4. Performance Management system:

- HRM should go for certification of ISO14000 (ISO series of Environmental Management Standards) that will provide guidance to organizations those need to systemize and improve their environmental management efforts
- Open dialogue regarding green views should be established by Green HRM.
- Green targets and roles and responsibilities for managers should be set by Green HRM.
- Employees should be encouraged by Green HRM to initiate green view aspects in KRA.
- Green reward system should be introduced by Green HRM to encourage employees for trying to achieve Green goals.
- Online appraisal process should be adopted.
- The elements such as employee's initiative taken for organization's green aspect, awareness of green hr practices etc should be included in appraisal form by Green HRM.
- Green roles of managers should be designed in achieving green goals.



### 5. Employee Interaction:

- Green HRM should encourage Green involvement and active participation by employees in Go- Green activities.
- Green HRM should encourage and motivate for Green Habits (Flexi timings, use of recycled furniture, car-pooling, use of solar panel, providing transportation facility, work from home policy, eco-friendly gifts and awards, green rewards)
- Green HRM should welcome Go- Green suggestions from employees.

- Green HRM should make Green teams to achieve green goals.
- Green HRM should set the Green rules to promote green workplace.



### 6. Reward Management:

- Green HRM should adopt Green pay/reward system (paperless Pay system)
- Active participation in green initiatives by employees should be linked with their promotion.
- Green suggestions for support to eco-friendly aspect by the employees should be linked with the reward.



### 7. Exit Formalities:

- Optimum Papers should be utilized by Green HRM to complete the Exit formalities of employee who is leaving the organization..
- HRM should check if the reason of leaving job is green issue.
- Green HRM should provide legal protection for green whistle-blower.



### Conclusion:

By implementing such policies, Green HRM boost employees to enhance themselves through motivation, leadership, enthusiasm. Efficiency level of them is increased. That impacts

on increase in production and minimization of cost. It helps the organization in total quality management and ultimately in sustainability development. HR department should play an important role in this era with planning and implementing new ideas by being Green HR to look forward in sustainable development.

Thus Human Resource Management can promote Green mission and vision of the organization through various human resource practices and policies. The conversion of Human Resource Management into Green Human Resource Management has become essential. It plays important role in value addition in organizational development. Human resource management has to play the vital role to make the mentality of the people associated with organization in such a way that they will willingly help the organization to reach Green goal and automatically to develop sustainability.

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## Emerging Trends in Human Resource Management

**Prof. Dr. Sachin Bharadwaj**
Principal, Phule Institutae of Management & Computer Studies, Hadapser, Pune-28

*ABSTRACT*

*Human Resource is of paramount importance for the success of any organization. It is a source of strength and aid. In the present complex milieu, organizations are greatly influenced by changes taking place in internal as well as external environment, no business or organization can change or exist or grow without appropriate human resources. Therefore, human resource has become the focus of attention of every progressive organization. In the changing world, the philosophy and perspective of HRM needs to transform and redesign. This paper attempts to spotlight the latest trends in HRM for the present century like employee engagement, Growth of gen Y employees, Work life integration etc.*

**Key words**: *Human Resource, Change, environment, progressive, recruiting*

**Introduction**

Human Resource Management (HRM) is a management function that helps manager's recruit, select, train & develops members for an organization. Obviously, HRM is concerned with the people's dimension in organization. Earlier, personnel departments were called "health and happiness" department. The people assigned to deal with personnel issues were of ten individuals who were past their prime. The personnel department was seen as lesser productive and unimportant to the organization. Coming to its composition of the HR department, it may be stated that it depends on the scale of operation and attitude of the top management towards its personnel. However, a globalized HR department is headed by Vice-President, under whom Sr. Manager- Personnel, Sr. Manager- Administration, Sr. Manager- HRD and Sr. Manager- Industrial Relations. The department will grow in size and importance when new demands are placed on it by the top management. The role of the Human Resources Department has changed dramatically over the past 30 years and will become increasingly more strategic in nature in the future. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors arethe new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. As identified by scholars in the field that several other trends in the industry, as follows: (1) Need for integrated workforce management systems (2)Associations not programs (3)Shift from Work-Life Balance to Work-Life Integration (4) Big data analysis(5) Data driven recruiting (6) SixSigma

**Objective of study**
To collect information of Human resource management
To study the concept of trends in human resource management
To understand the concept of six sigma

**Research methodology**
    The study is based on Secondary data collected from various referred books, National & international Journals, government reports, publications from various websites which focused on various aspects oftrends in human resource management.

**Trends in human resource management**
    The rise of technology and social media has completely redefined the role of Human Resources around the world Employee engagement & culture- a priority: Increasingly, organizations are focusing on improving their employee engagement to drive better performance. According to Gallup research, employee engagement is strongly connected to business outcomes essential to an organization's financial success, such as productivity, profitability and customer engagement. Engaged employees drive the innovation, growth and revenue that growing midsized companies need to thrive. Case in point: A study found that larger midsized businesses with 151 to 999 employees cited three talent-related reasons among all reasons for a decline in growth: disengaged employees, the inability to attract qualified talent and the inability to retain key talent. Organizations have to focus on engaging the employees through strategies like employee retention, Collaborative and innovative work culture.

1.  **Need for integrated workforce management systems:**
    Large Organizations should integrate various personnel in Tax, Finance, IT, Legal and HR who never had to share data may now need to partner to help avoid costly penalties. Gathering the required data from multiple systems can present a challenge so it will be become even more important for businesses to consider an integrated human capital management solution.
2.  **Associations not programs:**
    HR should emphasis more on developing relationships rather than programs and a deep understanding of the business. The key skill set for future HR people will be how to effectively understand and manage the impact of mergers, demergers and globalization. These changes have profound impact in the workplace.
3.  **Shift from Work-Life Balance to Work-Life Integration**:
    Just a few decades ago, the dream for most employees was to achieve the elusive work-life balance. However, the growth of technology has made it so that most employees are almost always accessible which has led to a shift away from separating work life and personal life. In its place is the blurring of the two areas with flexibility to work during non- work hours and take short personal breaks during the traditional workday. Instead of work being a place you go, work is now a thing you do. It has become an integrated part of most employees' lives and personalities. This means that work-life balance is dead and is being replaced by work-life integration. Work = life and life = work.

### 4. Big data analysis:

The biggest HR Trend will be projecting data analysis. Organisationshave articulated about big data that it examining large data sets to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful business information. The analytical findings can lead to more effective marketing, new revenue opportunities, better customer service, improved operational efficiency, competitive advantages over rival organizations and other business benefits for some time and now it's time to start to act on that data and put it touse.

### 5. Data driven recruiting:

Data-driven recruiting will definitely be a trend that will gain more traction in 2016. Access to data is getting easier and cheaper with new technology and professional network platforms. Talent acquisition leaders can arm themselves with data and become very strategic in their decisions. For instance, build talent pools using data helps recruiters enhanced their understanding of the market and be more efficient.

### 6. SixSigma:

It is a project driven management approach improve the organization product, services, and processes by continually reducing defects in the organization. Six Sigma is defined ashavinglessthan3.4defectspermillion opportunities or a success rate of 99.9997%. Six Sigma is a systematicdata driven approach using the define, measure, analysis, improve and control (DMAIC) Antony & Manuela's (2002) & Manuela's Coronado & Antony (2002) presented the key ingredients for the effective, introduction & implementation of Six Sigma. Cultural Change Training Management commitment & involvement Organizational Infrastructure Linking Six Sigma to human resource Linking six sigma's to business strategy As in HR Dept. Six Sigma can assist in identifyin gareasth at have an impact on the external customer. They may concentrate on such aspects as leadership selection & training, enabling employees to focus on decreasingthenon- value-added time. It must identify high potential employees, here them as Black Belt & move then back into the organization aspart of their rotation,and leadership training.

### Conclusion

In a cutthroat market, where the competition is intense and customers demand continuous improvement, organizations have to vigorously compete to get top talent. Products and processes could be copied rapidly and technology is everywhere, in such a scenario, competitive advantage is determined by people with "Right skills". Talent can be attracted, motivated, developed and retained by implementing innovative HR Practices.

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# IMPLEMENTING AN EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM IN POONA RADIATORS & OIL COOLERS TO ENHANCE PRODUCTIVITY

**Dr. Anita Katke**
Director
International School of Management and Research
Email: anitakhatke7@gmail.com

**Ashwini Suhas Walhekar**
Assistant Professor
PDEA's Mahatma Phule Institute of Management, Hadapsar, Pune
Email: ashwinikakade27@gmail.com

***Abstract:*** *Productivity of workers and its resultant efficiency and effectiveness can only be achieved when organisations have their Performance management system in place. However, performance management has been adjudicated the most difficult task to implement effectively in modern organizations. In this regards, this paper studies and suggested the implementation of an effective performance management system which will ensure workers productivity. Poona Radiators & Oil Coolers is the organization under focus, and the study population comprises all the 170 staff of the organization. Simple random sampling technique is used to draw fifty-one (118) respondents from the population. Structured questionnaire is used as instrument of data collection while frequency distribution and percentages are used in analyzing the data. Major findings of the study show, most employees are not aware about the existing performance management system in the organization. Employees feel that the company's performance management system has failed to give a proper assessment of their contribution to the organization. Workers are generally not satisfied with the staff performance review system of Poona Radiators & Oil Coolers. This study recommends the implementation of complete performance management process to enhance productivity and achieve company objectives.*

***Keywords****: Appraisal, Employee Productivity, Performance Management*

## 1. INTRODUCTION

Performance management (PM); one of the most significant human resource management (HRM) practices and a widely discussed area in management and organizational theory, has received remarkable attention among practitioners and academics over the years. Continuous interest in PM and associated themes -employee appraisal, performance assessment, and performance evaluation could be due probably to the fact that no function in the subject matter of human capital management seems so difficult to objectively and effectively implement and yet so crucial to individual development, employee productivity, and sustained organizational growth, then appraising and managing people performance. (Fajana, 2006).

According to Armstrong & Baron, (1998), PMS was not recognized as an effective management technique and process until the late 1980s. Before this period, the idea of appraising performance revolved largely around an annual review of objectives between the manager and subordinate; a method described by (Atkinson & Shaw, 2006; 174) as backwards-focused in approach and non-strategic in focus.

The concept of performance management however, adopts a futuristic and strategic approach and is applied to all employees in order to maximize their current performance and future potential (Price, 2011). Consequently, Performance management system has evolved and has gained wider acceptability in industrial organizations and non-government institutions. Its success as a strategic human resource tool has lately found application in the public sector.

According to Wellins, Bernthal & Phelps (2006) four different benefits accrue to the organization for establishing and implementing workable performance management system. These are targeted training approach based on identified needs, future employee promotion decisions, effective bases for reward decisions and improved motivation and retention of employees.

Machingambi, Maphosa, Ndofirep, Mutekwe and Wadesango, (2013) in their study of perceived challenges of implementing the performance management system in Zimbabwe; identified poor advocacy and communication about the system, lack of training on PM, shortage of resources, abuse of the system as well as lack of reward as major challenges besetting effective PM.

Furthermore, Akhtar and Khattak, (2013) pointed that the level of trust needed for frank and open discussion of performance results, both good and bad, is often not present in some organizations. The authors argued further that organization with poor performance accountability culture are definitely going to find PM implementation a daunting task.

Victor Y. Haines III, Sylvie St-Onge, 2011) and (Aguinis, 2013) suggested the alignment of the PMS with strategic goals of the HR function which is in order aligned with the strategic goals of the organization. Other criteria for a PMS to be effective is to (b) Motivate employees.

(Angelo S. DeNisi, Robert D.Pritchard, 2006), (Aguinis,2013) Also mentioned the importance of having a clear, and detailed guidance about what is expected from the employees and how they can achieve what is expected.

## 2. OBJECTIVES OF THE STUDY
- To examine performance management system of POONA RADIATORS & OIL COOLERS
- To suggest the implementation processes of an effective performance management system to enhance productivity.

## 3. RESEARCH METHODOLOGY

The purpose of this study is to examine performance management system and to suggest the implementation processes of an effective performance management system necessary to enhance higher productivity. The study adopted survey design. The total population size of employees at the time of this study is 170 staff. The sample for the study comprised of One Hundred and eighteen (118) employees (Sample Size as per Morgan Sample Chart) ranging from top management to lower level management. The sampling technique used was simple random sampling.

Structured questionnaire was adopted as the appropriate research instrument for the survey. Data were collected for the study through two sources: primary and secondary sources. Primary source enables the collection of primary data and it consisted of the use of questionnaire to get firsthand information. Secondary sources assisted in the collection of secondary data, and it consisted of textbooks, publications, and electronic journals articles.

For analysis of data, all data collected from the field were processed individually on the basis of the stated research questions. Tables and frequency distribution and charts were constructed to facilitate lucid presentation of facts.

**Data Analysis:**

**Table 1: Age of the Respondents classified by their Sex**

| Respondent's Sex | | Age of Respondent | | | | Total |
|---|---|---|---|---|---|---|
| | | Below 30yrs | 30-40yrs | 41-50yrs | 51yrs and above | |
| **Male** | Frequency | 21 | 47 | 5 | 5 | 78 |
| | Percent | 27.0% | 60.2% | 6.4% | 6.4% | 100.0% |
| **Female** | Frequency | 26 | 14 | 0 | 0 | 40 |
| | Percent | 65.0% | 35.0% | 0.0% | 0.0% | 100.0% |
| **Total** | Frequency | 47 | 61 | 5 | 5 | 118 |
| | Percent | 40.0% | 51.7% | 4.2% | 4.2% | 100.0% |

Above Table shows that 78 male and 40 female respondents participated in the study adding up to 118 respondents. From the 78 male respondents, 21(27.0%) respondents are below the age of 30 years, 47(60.2%) respondents are between the ages of 30-40, 5(6.4%) respondents are between age 41-50, and another 5(6.4%) respondent was above 51years old. Similarly,

out of the 40 female participants in this study, 26(65.0%) respondents are below the age of 30, 14(35.0%) respondents are between the ages of 30-40. This shoes that the study was made up of more male than female respondents, and majority of male respondents are between 30-40years and majority of female respondents are below 30 years.

**Table 2: Educational Qualification of Respondent classified by their Length of Work Experience in the organization.**

| | | | Respondents' Years of Experience in the Company | | | Total |
|---|---|---|---|---|---|---|
| | | | 1-5yrs | 6-10yrs | 11-15yrs | |
| Respondent's Educational Qualification | **10th/12th** | Frequency | 12 | 2 | 0 | 14 |
| | | Percent (%) | 83.3% | 16.7% | 0.0% | 100.0% |
| | **Graduation** | Frequency | 55 | 15 | 3 | 73 |
| | | Percent (%) | 75.3% | 20.5% | 4.2% | 100.0% |
| | **Post-Graduation** | Frequency | 17 | 12 | 2 | 31 |
| | | Percent (%) | 54.8% | 38.7% | 6.5% | 100.0% |
| | **Total** | Frequency | 84 | 29 | 5 | 118 |
| | | Percent (%) | 71.2% | 24.6% | 4.2% | 100.0% |

Table2 shows cross tabulation of the respondents' educational qualification and length of work experience. It is clear from the table that 73 respondents are graduates constituted the highest number (73) of respondents in the study while 10th/12th pass made up the least number 14 of participants in the study, an indication of the fact that the study was carried out among highly educated groups of people who were expected to make meaningful contributions to solving the problem at hand. Similarly, 84 (71.2%) respondents had between 1-5 years working experience, 29(24.6%) had between 6-10years of work experience with the organization, and only 5 (4.2%) respondents has worked with the organization between 11-15years. Thus, majority of respondents has a good number of years of working experience necessary to understand the subject matter of the study and to contribute meaningfully.

**Question** 1: **Does HR inform you about the Performance Appraisal model, used in the Organization during your induction?**

**Table 3: Respondents' opinion on question 1**

| Information about Performance Appraisal Model | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Yes | 28 | 24.00 | 24.00 | 24.00 |
| No | 90 | 76.00 | 76.00 | 100.00 |
| Total | 118 | 100.0 | 100.0 | |

As shown in the table 3, 28 (24.0%) respondents claimed that at induction, they were informed about the Performance Appraisal model used in the Organization. On the other hand, a huge number of respondents 90 (76.0%) refuted the claim. This suggests that most employees are unaware of the prevailing system of performance management in the organization.

**Question** 2: **How do you find the Performance assessment and management practices in this Organization?**

**Table 4**: Respondents' opinion on question 2

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Simple | 21 | 18.0 | 18.0 | 18.0 |
| Complicated | 12 | 10.0 | 10.0 | 28.0 |
| Objective/Fair | 40 | 34.0 | 34.0 | 62.0 |
| Subjective | 14 | 12.0 | 12.0 | 74.0 |
| Efficient | 12 | 10.0 | 10.0 | 84.0 |
| Inefficient | 7 | 6.0 | 6.0 | 90.0 |
| No Opinion | 12 | 10.0 | 10.0 | 100.0 |
| Total | 118 | 100.0 | 100.0 | |

From table 4, it can be observed that majority of respondents 40(34.0%) believed that performance assessment and management practices in the organization is objective and fair. In like manner, 21 (18.0%) respondents said it is simple, 12 (10.0%) respondents opined that it is complicated, another 14 (12.0%) respondents adjudged it as subjective, 7 (10.0%) were indifferent, 12 (10.0%) and 7 (6.0%) respondents claimed that it's efficient and inefficient respectively. From the result it can be inferred that PM in the organization is objective and fair.

**QUESTION** 3: **In your opinion, does the Performance management system give a proper assessment of your contribution to the organization?**

**Table 5: Respondents' opinion on question 3**

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Yes | 52 | 44.0 | 44.0 | 44.0 |
| No | 66 | 56.0 | 56.0 | 100.0 |
| Total | 118 | 100.0 | 100.0 |  |

From the above table, 66 (56.0%) argued that Performance management system in the company does not give a proper assessment of workers' contribution to the organization. Meanwhile, 52 (44.0%) agreed that it actually does.

**QUESTION** 4: **To what extent do you agree with the statement that staff input and suggestion are highly encouraged during performance assessment process in your department.**

**Table 6: Respondents' opinion on question 4**

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agree | 28 | 24.0 | 24.0 | 24.0 |
| Agree | 28 | 24.0 | 24.0 | 48.0 |
| Indifferent | 31 | 26.0 | 26.0 | 74.0 |
| Disagree | 24 | 20.0 | 20.0 | 94.0 |
| Strongly Disagree | 7 | 6.0 | 6.0 | 100.0 |
| Total | 118 | 100.0 | 100.0 |  |

Results of table 6 shows that 28 (24.0%) respondents strongly agreed and agreed that their input and suggestion are highly encouraged during performance assessment process. In the same vein, 31 (26.0%) respondents were indifferent, 24 (20.0%) respondents disagreed, and 7

(6.0%) respondents strongly disagreed. The responses have no clear cut decision pointer considering the percentage of indifferent responses.

**QUESTION 5: To what extent do you agree with the fact that employees are provided with their performance feedback and counseling in this organization.**

**Table 7: Respondents' opinion on question 5**

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agree | 19 | 16.0 | 16.0 | 16.0 |
| Agree | 45 | 38.0 | 38.0 | 54.0 |
| Indifferent | 35 | 30.0 | 30.0 | 84.0 |
| Disagree | 17 | 14.0 | 14.0 | 98.0 |
| Strongly Disagree | 2 | 2.0 | 2.0 | 100.0 |
| Total | 118 | 100.0 | 100.0 | |

Table 7 shows that 19 (16%) respondents strongly agreed and 45 (38.0%) agreed that employees are provided performance based feedback and counseling. In the same vein, 35 (30.0%) respondents were indifferent, 17 (14.0%) respondents disagreed, and 2 (2.0%) respondent strongly disagreed.

**QUESTION 6: Overall are you satisfied with the staff performance review system of this organization?**

**Table 8: Respondents' opinion on question 6**

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Yes | 42 | 36.0 | 36.0 | 36.0 |
| No | 76 | 64.0 | 64.0 | 100.0 |
| Total | 118 | 100.0 | 100.0 | |

On table 8 above, 42 (36.0%) respondents are of the opinion that they are generally satisfied with the staff performance review system in their organization, while 76 (64.0%) respondents had opposing opinion.

## 4. MAJOR FINDINGS

From the data so far analysed, results seem to point to the fact that most employees are unaware of the prevailing system of performance management in the organization. Thus, the nature and workings of performance appraisal seems not very clear to those whose performance it was meant to evaluate in the first place. This simply means that management of the organization has responsibility to communicate and educate employees on how its performance evaluation model operates. It is one thing to have a fantastic model of evaluating and managing staff performance and another for workers to understand its modus operandi.

In addition, findings reveal that even though workers rated the operating performance evaluation system as fair and objective in its appraisal, most employees feel that the company's performance management system has failed to give a proper assessment of their contribution to the organization. This suggests that issues of acceptability, trust and fit between PM and organization strategic goal is still dominant.

Findings also shows that workers are generally not satisfied with the staff performance review system of POONA RADIATORS & OIL COOLERS. This may be as a result of poor communication of the processes and feedback as well. The findings from the qualitative responses seem to further buttress this view.

From the open ended aspects of the questionnaire, respondents suggest several obstacles to effective performance management system. This ranges from unquantifiable goals and unrealistic performance standard, lack of proper monitoring of performance, and defective rating criteria that neither align with the actual job description nor contribute to overall organizational objectives. Other challenges for setting effective performance management as shown in this study include: biased and subjective judgments, ignoring staff suggestions and contributions, poor/non-existence of feedback communication mechanism, lack of post evaluation, counseling and training, poor reward and incentive structure, and staff promotion and training based on subjective factors instead of performance evaluation outcome.

**Suggestion**

Researcher has suggested to implement the systematic processes of an effective performance management system necessary to enhance higher productivity.

Taking a clue from the literature analysed in this study, the researcher suggested the under listed implementation plans for Poona Radiators Pvt. Ltd. to achieve its grand purpose.

| Key Process in PMS | Responsible Person |
|---|---|
| Determine the overall objective of the company and jointly set specific and quantifiable objectives/targets for all staff. | HRM, Head of units, and the Researcher |
| Put in place mechanism for monitoring ongoing work performance and correcting deviation where noticeable. | Head of units, and the Researcher |
| Put in place reliable appraisal mechanism and ensure that employees understand how performance is to be measured. | HRM, Head of units, and employee representative from each unit. |
| Train managers and supervisors on how to carry out reliable, unbiased and objective evaluation of workers performance. | HRM, Head of units, and Supervisors |

| | |
|---|---|
| Put in place communication process where performance appraisal outcome is continuously made known as feedback to workers. | HRM, Head of units, Researcher, and Supervisors |
| Make recommendation for promotion and other incentives based on good performance that meet or exceed targets. | HRM, Head of units, and Supervisors |
| Provide counseling /skill development for staff whose performance falls short of expected standard. | HRM, Head of units, and Supervisors |

## 5. CONCLUSION

The significance of performance management, being a crucial HR strategy can hardly be overemphasized for employee productivity and organizational success. Unfortunately, some organizations fail in their effort to implement effective performance management system. Consequently, the effects are observed in retard work progress, declining commitment and dwindling productivity. This study concludes that employee performance management is an important tool to evaluate performance, recognize good performance and valuable employees, and at the same time identify skills that beg for redevelopment.

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