

# [Introduction: the measure or the metric that](https://assignbuster.com/introduction-the-measure-or-the-metric-that/)

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Introduction: Intoday’s world of fast developmental advancements there are different challengesfaced by the Individual to sustain and be the resource in the Industry. Day byday there are various challenges associated with the individual to work in anyorganisation. This research brings forth the different effects of Appraisalthat is experienced by the existing system of Performance management system bythe employees working in the organisation and they tend to be the pillars forthe growth of the Industry.

In the very ancient period the performance weremeasured for the soldiers based on the various tests that they perform in thepractice war field and the kings identify the best talents and award them onthe day on day basis.  So every performanceis always the measure or the metric that is used as the scale to identify the talentsand skills associated with the particular individual. Everycompetency or skill matrix has been designed to develop the potential talentsof the Individual. Every day the Performance has been measured by the Appraisalsystem in the organisation.

Various methods were followed by the organisationbased on the theories associate with the system. Appraisal was something givento increase the self confidence that is underlying within the person andmotivate him to the next level. Later there were various problems that resultedas a part of the system. Every company or the organisation has its uniquemeasurement method to identify the weak performers. Initially it started as ameasure of improvement but day on day on day basis the method was used toeliminate people from the organisation and created an adverse impact on theEmployees. The Human resource management system which needs to be in favour ofthe Employees started to move more towards the business and since more talents arepresent in the Market, it became easier to attract new job opportunities andhence that it becomes easy for the organisation to remove people from theOrganisation. Therehas been more interpreted learning and even the future job and the career ofthe individual get s widely associated with the market needs. There has alsobeen an employment problem in the country.

There are also more graduates for aparticular position or job and hence the competition is growing higher day byday. The employees working in the organisation keep moving from one industry toanother industry rapidly. They do not also want to learn a complete process ofthe business. Every individual posses unique talents and also have differentskills. So their ambitions are also are very different and also they wanted toattain a new position in within a short duration of time.

Appraisal has also been a tool inthe past but later there has been a very different view about the appraisalsystem on the whole. There were various authors who have done their researchwork in the past for finding about the perception of the Employees about thePerformance management system. Every organisation looks forward to achieve thetarget or the goals and objectives within a particular time frame.

Day by daythere are various process and new challenges in the corporate world. Employeesthought process completely differs from the management perspective ideas andmethods. Every time new concepts are introduced to identify the best practicesin the organisation.

The human resource management on the whole stands as twofaced coin between the management and employees. Certain ideology does not goabout well with the decisions of the Top management. Hence there is a glassceiling between the management and the employees.

Very few organisations in thecorporate world encourage new practices and best transparency between themanagement and the employees. There have always been phrases hidden in themanagements view and context. Theemployees also lack skills as the fail to upgrade themselves from the currentlevel of skill. In the future more jobs are going to be replaced by theautomation and hence most basically the repeated desk jobs would be the firstto be moved out of the industry.

Initially people at all level face difficultywhen manual jobs were replaced by computer entry and more opportunities weregiven to candidates possessing such skills but almost most of the jobs areretained at desk level and it implies that people are not ready to face thechange. There were certain jobs that are not ideal and require niche skills andare very rare talents among the individual. Usually every organisation looks toimprove their level and growth to the next phase and also to promote variousother problems that are at stake. Every organisation keeps the targets to ahigh level and it sets the standards for the measurement also to very hightargets. Most of the time performance management system may not be able tomeasure the complete strength and talents of the employees.

Hence in case ofthe different other problems that are connected with the individual and also hemay not be potentially capable or ready for the changes. Adaptability is amajor obstacle for many individuals in the organisation and hence they cannotcontribute to the growth as well as to the achievement of targets and also tothe development of the organisation.  Furtherit is also the measure of the talents or skills in a particular context may notbe able to fulfil the need as well. Identifying the talents at a very initialstage might become complex and cannot be the right type of system that is thebase or fundamental on in the organisation. The Performance Management Systemprovides the different process in various organizations. The Managementinitially provides the goals and objectives to the employees as target for theparticular year, later the actual performance is measured with the originalperformance and based on the same the feedback is shared to the individual. TheAppraiser or the supervisor initially does all the things that are needed forthe individual and becomes the initial source of point of contact for theemployees who have joined the team or project in the organisation.

They providethe valuable feedback. Initially the self appraisal cycle is followed. The selfevaluation is essential as it describes the individual skills and helps thecandidate to assess about them individually.

This also acts as a selfconfidence method that which denotes the different talents and measure that canbe a indicator for the performance measurement. Theself appraisal method gives way for the individual to give comments abouthimself and also about the different task executed by him individually in thegroup. The individual strength and weakness are also measured.

Certain organisationsalso map the competent skill to the self appraisal process. Each self appraisalform contains the goals or target for the year, individual rating methodassociated with different levels like Needs Improvement, Meets requirements, highlyvalued contributions and outstanding performance. These measurement scalesdiffer across the organisation. Later on certain individual parameters like thework culture and ethics are also measured.            Certain organisation has thepractice of linking the self appraisal on a half yearly system or annualappraisal cycle. Most of the organisations follow the annual appraisal cycleand also different process to support the system.

Every manager or thesupervisor initially analyse the person and also provide the ratings above theself appraisal form. Later the final ratings are given by the human resourcemanagers and finally to the delivery global head. It’s always the ratings givenby the manager that matters a lot as they spent a quality time with the teammembers and they do know the team member to better extent and most of theappraisal ratings remain as a biased decision in the political context.              The Goals and objectives are setbased on the vision or mission of the organisation. Incase of the manufacturingsector mostly there are very different ways of traditional methods that arestill in process. When compared to the IT Sector the personnel managementculture still exist in the manufacturing sector.

The goals involve the productsuccess or the group targets as well as the individual level of skills as wellas the other competencies involving the personal ability to cope up with thegroup and the interpersonal skills are also assessed as a part of appraisal inthe peer system of review as well.            There were various research scholarswho had researched this particular performance management system and also theperception of the individual on the whole but as the different research hastheir own objectives this research tries to bring about the positive ornegative effects that are involved post the appraisal. Further there is variousother group interactions which is monitored and many business groups help theindividual to give the overall feedback about them in a different method apartfrom the appraisal targets. The method is followed for quite a long century butstill there are many difficulties faced by the individual on the whole andhence it also leads to a different problem.            There are different Performancemanagement systems that are in practice they are traditional and modernmethods.

The Modern methods are adapted at the information technology centresbut the old traditional methods are followed at the manufacturing sector. TheBalance score card method is also still practices at the retail sector and itleads to a positive motivation on seeing the score card but at the same time itcreates a negative motivation to the under performers . More people shift organisationonly after the appraisal cycle.

The organisation is looking forward to retainthe talents hired initially but based on the results of the appraisal some tendto change the institution they are working and look forward on to a job changebut that also creates a hollow space or vacuum in the organisation. Everyperson is unique and hence measuring the performance under the common umbrellamay not be the right way of managing people. These are the hurdles in the jobof the human resource management. Further there are also many different rolesthat an individual performs like a team player, team monitor and leader aswell.  Performance Management System:            The Performance Management systemprovides the different types of process and day on day basis it differs acrossvarious organisations. The Bell curve system was globally followed in most ofthe organisation. This system basically identifies the very low performers, average performers and very high performers as well. There is a level rise inthe shape of the bell and hence it’s called as the bell curve.

The Lowperformers or the poor performers always remain as a threat to the organisationas they slog their work performance and may not yield a fruitful result to theorganisation.             The High Performers yield theresults as required by the organisation and they remain as assets of theorganisation. Further they as well remain as a threat to the organisation. Since the competing industries provide greater salary and incentive perks thatattract the high performers towards the new job and also make them involved ina career focused path and hence they tend to keep moving from one industry toother industry. It’s always a difficult task to retain such talented people fora long stay in the organisation and also provide them the required expectationsas their ambitions are always high and they highly remain active in terms oftheir improvement. Hence the human resource management as a group finddifficulty in handling the task as required and to keep such talented employeeswithin the same organisation.

The opportunities are highlyavailable to attract such talented and skill full employees and hence they alsoinvolve in providing the best salary in the industry and it’s really a tedioustask to retain such highly potential candidates. Further every employee looksforward to improve from the current level and move towards a higher level. There are the average performers who perform a constant task within a certainperiod and provide moderate performance throughout the year.             The organisation looks forwardtowards such group who can produce constant revenue to the organisation. Theyremain confident and keep the organisation grow in the long run.

Hence the bellcurve system has been greatly helpful in identifying the good talents acrossthe industry and who would provide success to the organisation and industryfocus on such group who provide the unyielding productivity.              The Organisation is looking forwardfor the various challenges that are in the industry and the business today. Here there is also a need for the society on the whole to change to the new nationthat is developing and they always look for something new talents. Hence thereis a necessity to go for a change management and organisation development inthe industry.

Further there are developing mechanisms and learningmethodologies for new talents through different means like the effectiveanalytical programmes that are available as a course for the people to avail inthe industry and other places as an online course that can be studied by thepeople. EveryIndustry likes to achieve its targets through various methods and provides adifferent means of implementing the same throughout the organisation. There isa method called the Peak curve method that looks for a continuous feedbacksystem that is newly launched in the organisation. This is a new performingmanagement system that is introduced and tested in most of the organisation. Theresearcher also has collected samples in relevance to the industry where thisparticular method has been implemented.

In this particular method the feedbackis given on the quarterly basis, half yearly basis and on the annual appraisalalso. Therehas been a different method that is followed in a particular project system. There has been a different cycles in different part of the month in theorganisation.

The appraisal system is followed in different ways and there are variousmechanisms that are followed to provide the feedback to the employees. TheProject Manager can initially decide if the rating can be practised on the yearbased appraisal system. Furtherthere were organisations who adopt a culture of giving the feedback continuousand on every quarter as a midstream alert to create the different ways toimprove the talents and as well to provide the cautious awareness regarding theperformance and stands as a advanced way to identify the different ways anddifferent methods also.

So there are other methods still in practice and thepeak curve identifies the continuous and consistent performers over a periodproducing a constant growth to the organisation development as well. The peakcurve system is more in the industry and it also has gained more appreciationin terms of the employees as this system gives the choice to the individual andallows them to choose the rating pattern independently at the time of appraisalduring the year.