

# Introduction: the measure or the metric that

[Business](#), [Industries](#)



Introduction: In today's world of fast developmental advancements there are different challenges faced by the individual to sustain and be the resource in the industry. Day by day there are various challenges associated with the individual to work in any organisation. This research brings forth the different effects of appraisal that is experienced by the existing system of Performance management system by the employees working in the organisation and they tend to be the pillars for the growth of the industry.

In the very ancient period the performance was measured for the soldiers based on the various tests that they perform in the practice war field and the kings identify the best talents and award them on the day on day basis. So every performance is always the measure or the metric that is used as the scale to identify the talents and skills associated with the particular individual. Every competency or skill matrix has been designed to develop the potential talents of the individual. Every day the performance has been measured by the appraisal system in the organisation.

Various methods were followed by the organisation based on the theories associated with the system. Appraisal was something given to increase the self confidence that is underlying within the person and motivate him to the next level. Later there were various problems that resulted as a part of the system. Every company or the organisation has its unique measurement method to identify the weak performers. Initially it started as a measure of improvement but day on day on day basis the method was used to eliminate people from the organisation and created an adverse impact on the employees. The Human resource management system which needs to be in favour of the employees started to move more towards the business and <https://assignbuster.com/introduction-the-measure-or-the-metric-that/>

since more talents are present in the Market, it became easier to attract new job opportunities and hence that it becomes easy for the organisation to remove people from the Organisation. There has been more interpreted learning and even the future job and the career of the individual get s widely associated with the market needs. There has also been an employment problem in the country.

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

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

Day by day there are various process and new challenges in the corporate world. Employee thought process completely differs from the management perspective ideas and methods. Every time new concepts are introduced to identify the best practices in the organisation.

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

Very few organisations in the corporate world encourage new practices and best transparency between the management and the employees. There have always been phrases hidden in the managements view and context.

The employees also lack skills as they fail to upgrade themselves from the current level of skill. In the future more jobs are going to be replaced by the automation and hence most basically the repeated desk jobs would be the first to be moved out of the industry.

Initially people at all level face difficulty when manual jobs were replaced by computer entry and more opportunities were given to candidates possessing such skills but almost most of the jobs are retained at desk level and it implies that people are not ready to face the change. There were certain jobs that are not ideal and require niche skills and are very rare talents among the individual. Usually every organisation looks to improve their level and growth to the next phase and also to promote various other problems that are at stake. Every organisation keeps the targets to a high level and it sets the standards for the measurement also to very high targets. Most of the time performance management system may not be able to measure the complete strength and talents of the employees.

Hence in case of the different other problems that are connected with the individual and also they may not be potentially capable or ready for the

changes. Adaptability is a major obstacle for many individuals in the organisation and hence they cannot contribute to the growth as well as to the achievement of targets and also to the development of the organisation. Further it is also the measure of the talents or skills in a particular context may not be able to fulfil the need as well. Identifying the talents at a very initial stage might become complex and cannot be the right type of system that is the base or fundamental on in the organisation. The Performance Management System provides the different process in various organizations. The Management initially provides the goals and objectives to the employees as target for the particular year, later the actual performance is measured with the original performance and based on the same the feedback is shared to the individual. The Appraiser or the supervisor initially does all the things that are needed for the individual and becomes the initial source of point of contact for the employees who have joined the team or project in the organisation.

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

This also acts as a self confidence method that which denotes the different talents and measure that can be an indicator for the performance measurement. The self appraisal method gives way for the individual to give comments about himself and also about the different task executed by him individually in the group. The individual strength and weakness are also measured.

Certain organisations also map the competent skill to the self appraisal process. Each self appraisal form contains the goals or target for the year, individual rating method associated with different levels like Needs Improvement, Meets requirements, highly valued contributions and outstanding performance. These measurement scales differ across the organisation. Later on certain individual parameters like the work culture and ethics are also measured. Certain organisation has the practice of linking the self appraisal on a half yearly system or annual appraisal cycle. Most of the organisations follow the annual appraisal cycle and also different process to support the system.

Every manager or the supervisor initially analyse the person and also provide the ratings above the self appraisal form. Later the final ratings are given by the human resource managers and finally to the delivery global head. It's always the ratings given by the manager that matters a lot as they spent a quality time with the team members and they do know the team member to better extent and most of the appraisal ratings remain as a biased decision in the political context. The Goals and objectives are set based on the vision or mission of the organisation. In case of the manufacturing sector mostly there are very different ways of traditional methods that are still in process. When compared to the IT Sector the personnel management culture still exist in the manufacturing sector.

The goals involve the product success or the group targets as well as the individual level of skills as well as the other competencies involving the personal ability to cope up with the group and the interpersonal skills are also

assessed as a part of appraisal in the peer system of review as well.

There were various research scholars who had researched this particular performance management system and also the perception of the individual on the whole but as the different research has their own objectives this research tries to bring about the positive or negative effects that are involved post the appraisal. Further there is various other group interactions which is monitored and many business groups help the individual to give the overall feedback about them in a different method apart from the appraisal targets. The method is followed for quite a long century but still there are many difficulties faced by the individual on the whole and hence it also leads to a different problem. There are different Performance management systems that are in practice they are traditional and modern methods.

The Modern methods are adapted at the information technology centres but the old traditional methods are followed at the manufacturing sector.

The Balance score card method is also still practiced at the retail sector and it leads to a positive motivation on seeing the score card but at the same time it creates a negative motivation to the under performers. More people shift organisation only after the appraisal cycle.

The organisation is looking forward to retain the talents hired initially but based on the results of the appraisal some tend to change the institution they are working and look forward on to a job change but that also creates a hollow space or vacuum in the organisation. Every person is unique and hence measuring the performance under the common umbrella may not be the right way of managing people. These are the hurdles in the job of the

human resource management. Further there are also many different roles that an individual performs like a team player, team monitor and leader as well. Performance Management System: The Performance Management system provides the different types of process and day on day basis it differs across various organisations. The Bell curve system was globally followed in most of the organisation. This system basically identifies the very low performers, average performers and very high performers as well. There is a level rise in the shape of the bell and hence it's called as the bell curve.

The Low performers or the poor performers always remain as a threat to the organisation as they slog their work performance and may not yield a fruitful result to the organisation. The High Performers yield the results as required by the organisation and they remain as assets of the organisation. Further they as well remain as a threat to the organisation. Since the competing industries provide greater salary and incentive perks that attract the high performers towards the new job and also make them involved in a career focused path and hence they tend to keep moving from one industry to another industry. It's always a difficult task to retain such talented people for a long stay in the organisation and also provide them the required expectations as their ambitions are always high and they highly remain active in terms of their improvement. Hence the human resource management as a group finds difficulty in handling the task as required and to keep such talented employees within the same organisation.



The opportunities are highly available to attract such talented and skill full employees and hence they also involve in providing the best salary in the industry and it's really a tedious task to retain such highly potential candidates. Further every employee looks forward to improve from the current level and move towards a higher level. There are the average performers who perform a constant task within a certain period and provide moderate performance throughout the year. The organisation looks forward towards such group who can produce constant revenue to the organisation. They remain confident and keep the organisation grow in the long run.

Hence the bell curve system has been greatly helpful in identifying the good talents across the industry and who would provide success to the organisation and industry focus on such group who provide the unyielding productivity. The Organisation is looking forward for 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 nation that is developing and they always look for something new talents. Hence there is a necessity to go for a change management and organisation development in the industry.

Further there are developing mechanisms and learning methodologies for new talents through different means like the effective analytical programmes that are available as a course for the people to avail in the industry and other places as an online course that can be studied by the people. Every Industry likes to achieve its targets through various methods and provides a different

means of implementing the same throughout the organisation. There is a method called the Peak curve method that looks for a continuous feedback system that is newly launched in the organisation. This is a new performing management system that is introduced and tested in most of the organisation. The researcher also has collected samples in relevance to the industry where this particular method has been implemented.

In this particular method the feedback is given on the quarterly basis, half yearly basis and on the annual appraisal also. There has 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 the organisation.

The appraisal system is followed in different ways and there are various mechanisms that are followed to provide the feedback to the employees. The Project Manager can initially decide if the rating can be practised on the year based appraisal system. Further there were organisations who adopt a culture of giving the feedback continuous and on every quarter as a midstream alert to create the different ways to improve the talents and as well to provide the cautious awareness regarding the performance and stands as a advanced way to identify the different ways and different methods also.

So there are other methods still in practice and the peak curve identifies the continuous and consistent performers over a period producing a constant growth to the organisation development as well. The peak curve system is more in the industry and it also has gained more appreciation in terms of the employees as this system gives the choice to the individual and allows them

to choose the rating pattern independently at the time of appraisal during the year.