

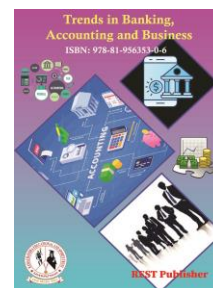


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## **A Study on Effectiveness of Performance Management System with Reference to Quess Corp Ltd**

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**Abstract:** *This thesis investigates the efficacy of Quess Corp Ltd's performance management system. It aims to gauge employee perceptions, assess the system's impact on performance and development, and pinpoint areas for enhancement. Through a thorough literature review and data collection via questionnaires and interviews, the study reveals that while employees exhibit familiarity with the system, deficiencies exist in the clarity of performance expectations and the quality of feedback received. External factors and biases also influence performance evaluations. Despite limitations such as sample size and reliance on self-reported data, the study offers actionable recommendations to bolster system effectiveness. These include improving communication and feedback channels, setting clear and realistic performance expectations, mitigating biases in evaluations, and aligning the system with employees' long-term career aspirations. Ultimately, this research provides valuable insights for optimizing performance management systems, benefiting not only Quess Corp Ltd but also organizations at large.*

**Keywords:** *Performance management system, Employee performance, Career path performance management, Performance management feedback.*

### **1. INTRODUCTION**

Performance Management Systems (PMS) serve as the backbone of contemporary organizational structures, driving employee performance and organizational success. This study delves into the effectiveness of PMS within Quess Corp Ltd, a global workforce management solutions provider, amidst the complexities of a diverse corporate landscape. With a workforce spanning various industries and geographies, Quess Corp Ltd faces unique challenges in aligning performance management processes to cater to full-time employees, contract workers, and gig economy contributors. This study aims to explore how the organization adapts its PMS to suit the dynamic nature of work, ensuring alignment with its mission of "Empowering Global Businesses through Quality People." Through a mixed-methods approach encompassing surveys, interviews, and thorough analysis, we seek to develop tailored Key Performance Indicators (KPIs) and quantify the impact of PMS on Quess Corp Ltd's growth and success. Additionally, we aim to identify and address challenges encountered during the implementation and ongoing management of PMS, offering insights for organizations facing similar hurdles. By dissecting components such as goal setting, performance appraisals, feedback mechanisms, and the integration of technology, this study endeavors to provide a comprehensive understanding of PMS's role in organizational excellence. Join us as we unravel the intricate dynamics of performance management at Quess Corp Ltd, offering pathways for organizations navigating similar terrain in the global workforce landscape.

### **2. OBJECTIVES OF STUDY**

- To understand the process of performance management system at quess corp ltd.
- To analyse the factors affecting the performance management system of employees.
- To assess the effectiveness of performance management system.
- To evaluate the impact of performance management system towards employee development.

### 3. SCOPE OF THE STUDY

The effectiveness of a performance management system is a critical aspect of human resource management, impacting an organization's ability to align employee performance with its strategic goals and objectives. With reference to Quess Corp Ltd, the scope of the study aims to investigate and evaluate the performance management system's impact on various facets of the organization, including employee performance, productivity, employee engagement, and overall business outcomes.

### 4. SOURCES OF DATA COLLECTION

The present research study is depends on secondary and primary source. Both primary and secondary data is collected and used in this research.

**Primary data:** Primary data is collected through structured questionnaire. It has been collected by the following method- Structured questionnaire.

Primary data is the data that is collected for the first time through personal experiences or evidence, particularly for research. It is also described as raw data or first-hand information. The mode of assembling the information is costly, as the analysis is done by an agency or an external organisation, and needs human resources and investment. The investigator supervises and controls the data collection process directly.

**Secondary data:** The secondary data refer to those for already gathered by others. The sources of secondary data can be divided. Secondary data is a second-hand data that is already collected and recorded by some researchers for their purpose, and not for the current research problem. It is accessible in the form of data collected from different sources such as government publications, censuses, internal records of the organisation, books, journal articles, websites and reports, etc.

### 5. SAMPLING FRAMEWORK

Sampling size- 100 respondents

Sampling method- Non probabilistic convenience sampling method.

Meaning of non-probabilistic convenience sampling method

Non-probabilistic convenience sampling is a method of data collection that involves selecting individuals or data based on their availability or accessibility rather through a random or systematic process. In the context of a performance management system. Employee feedback, Focus groups, Informal feedback

Area of The Study: Study is conducted in Quess crop

### 6. LITERATURE REVIEW

((John ,Meyer & Elyse 2010, Dernovsek 2008 & Zhen get Al 2010). Employee commitment is simply the degree to which the employee feels devoted to their organization It is also defined as psychological immersion of an individual with the organization through sense of belonging, ownership of organizational goals and being ready to accept challenges.

Andrew (2017) defines employee performance as the attained outcome of actions with the skills of employees who perform in some situation. Organizational performance can be measured through three basic outcomes which are financial performance, product market performance and return to the shareholders.

(Noraazian & Khalip 2016) Allen's three-part organizational commitment model has been the central framework for organizational commitment. The model provides a more complete and clear understanding of organizational commitment and these components include affective commitment, continuance commitment & normative commitment.

According to Ivancevich, (2010), performance of an organization is directly related to commitment level of employees studied the relationship between organizational commitment, and job performance and found that there is a positive

relationship between organizational commitment and work performance. Their study suggested that companies needed to strengthen their employees' commitment towards organization in order to enhance organizational performance.

Andrew (2017) carried a study in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The paper investigated the relationship between the three commitments (affective, continuous & normative) and organizational performance. It was also proved from the results that there exists strong correlation between the three independent variables and organizational performance. The three commitments were taken as independent variables and organizational performance as the dependent variable.

Khan, (2010) also investigated the impact of employee commitment (affective commitment, continuance commitment and normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance.

Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and consequently increase organizational productivity.

Tolera (2017) carried a study on 261 employees and 4 management members were selected as sample of the study. Employee commitment was found to have effects on the organizational performance in the study area. Based on the regression results, it was found that employee commitment models have effects on performances for the organization at Arjo Didessa Sugar Factory. As a result, recommendations were provided to increase commitment by designing motivational package, and establishing sustainable regular training program in the company

Dost and Ahmed (2011) obtained information from Pakistan's three major cities namely Lahore, Rawalpindi and Islamabad. In the research it was acknowledged that organizational efficiency can be improved by engaging workers in decision making which will eventually improve their active involvement within the organization.

Irefin and Mechanic (2014) conducted a survey on selected staff of Coca Cola Nigeria Limited focusing on the impact of employee commitment on organizational performance and employee turnover. The results showed that the degree of employee commitment of Coca Cola Company employees is very high. There is a fairly high relationship which exists between employee commitment and skills development sector of government institutions in Srilanka. The research findings showed that there is a positive relationship between the three commitments which are affective, continuance and sustained productivity of the organization

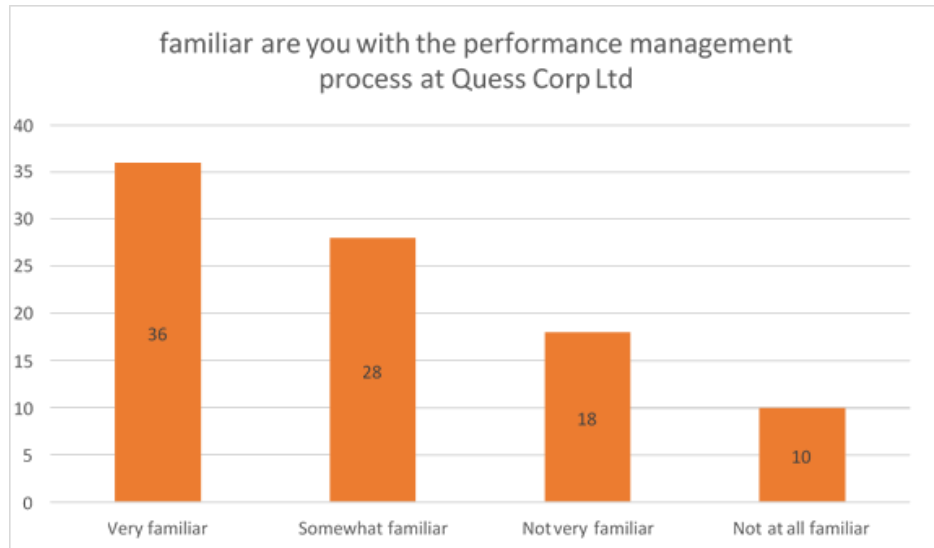
Consequently, a study published by Habib (2010) investigated the interrelationship between employee commitment and performance work attitude using survey data collected from 310 employees of Islamabad (Pakistan) advertising agencies. They found that employees having greater commitment perform well and employees having a positive attitude towards work are highly satisfied compared with those employees who are less inclined towards their work.

Patrick Owens (2006) also found in his studies that committed employees contribute to higher organizational efficiency and a very low level of employees shift from the organization.

## 7. RESEARCH METHODOLOGY

**TABLE 1.** Familiar is you with the performance management process at Quess Corp Ltd

Particulars	No of respondents	Percentage (%)
Very familiar	36	36%
Somewhat familiar	28	28%
Not very familiar	18	18%
Not at all familiar	10	10%
I don't know	8	8%
<b>Total</b>	<b>100</b>	<b>100</b>



**Analysis:** The provided data represents the level of familiarity with the performance management process at Quess Corp Ltd among a sample of 100 respondents. Respondents' familiarity is categorized into five groups: "Very familiar," "Somewhat familiar," "Not very familiar," "Not at all familiar," and "I don't know." According to the data, the responses are distributed as follows: "Very familiar" at 36%, "Somewhat familiar" at 28%, "Not very familiar" at 18%, "Not at all familiar" at 10%, and "I don't know" at 8%. This distribution provides insights into how well the surveyed individuals are acquainted with the performance management process at the company.

**Interpretation:** The data reveals a range of familiarity levels with the performance management process at Quess Corp Ltd among the respondents. The largest group, "Very familiar," represents 36% of the sample, indicating a substantial number of individuals who have a strong understanding of the process. The "Somewhat familiar" group, at 28%, suggests respondents with a moderate level of familiarity. On the other hand, the "Not very familiar" and "Not at all familiar" groups, at 18% and 10% respectively, represent individuals with limited to no knowledge of the process. The "I don't know" group, at 8%, includes respondents who are uncertain about their familiarity with the topic. This data can be valuable for the company in terms of assessing the effectiveness of communication and training related to their performance management process and making improvements where necessary.

## 8. FINDINGS

1. 35% of respondents have noticed "Significant improvement" in their skills and abilities due to the performance management system.
2. 28% of respondents strongly agree that the performance management system aligns with their long-term career development within the organization.
3. 30% of respondents have "Neutral" feelings about the awareness of improvements or changes needed in the performance management system.
4. 28% of respondents believe the performance management system aligns with their long-term career development "Strongly."

## 9. SUGGESTIONS

1. **Performance Metrics:** Define clear and measurable key performance indicators (KPIs) for each role and department. This ensures that employees have a tangible understanding of their performance expectations.
2. **Regular Reviews:** Conduct regular performance reviews and ensure that they are consistent, fair, and unbiased. Consistency is key to maintaining the system's credibility.
3. **Recognition and Rewards:** Recognize and reward high performers to motivate and retain talent. Quess Corp Ltd can implement a system of monetary rewards, promotions, or other forms of recognition to acknowledge exceptional performance.

4. Performance Improvement Plans: Establish a process for employees who are not meeting their performance expectations. Create performance improvement plans (PIPs) to help struggling employees identify areas for improvement and provide them with the necessary support.
5. Technology and Tools: Invest in performance management software or tools to streamline the process, automate data collection, and provide easy access to performance-related information for managers and employees.
6. Employee Development: Encourage a culture of continuous learning and development. Offer opportunities for skill enhancement, career growth, and mentorship to motivate employees to improve their performance.
7. Manager Training: Train managers on how to effectively conduct performance reviews and provide constructive feedback. Managers play a pivotal role in the success of the performance management system.
8. Employee Engagement: Foster a culture of employee engagement and open communication. Engaged employees are more likely to be committed to their performance and the success of the organization.
9. Periodic System Evaluation: Regularly evaluate the performance management system to identify areas for improvement. Gather feedback from both managers and employees to make necessary adjustments.

## 10. CONCLUSION

The effectiveness of Quess Corp Ltd's performance management system is pivotal for enhancing productivity, aligning goals, and ensuring overall success. To optimize this system, Quess Corp Ltd should prioritize clear goal alignment, regular feedback, employee involvement, training, well-defined metrics, consistent reviews, recognition, performance improvement plans, technological support, employee development, and manager training. Fostering a culture of engagement and open communication is paramount for motivating employees to enhance their performance. Regular evaluation and adaptation are essential for maintaining relevance. By implementing these strategies, Quess Corp Ltd can enhance its ability to drive employee performance, achieve strategic objectives, and remain competitive. An effective performance management system profoundly impacts organizations by enhancing productivity, development, and overall business outcomes. Clear goal setting aligns employee efforts with organizational objectives. Continuous feedback fosters a culture of collaboration and engagement, leading to improved performance. Moreover, such a system facilitates the identification of skills gaps and training needs, enabling targeted professional development. In conclusion, an effective performance management system is crucial for enhancing employee performance, fostering growth, and optimizing resource allocation, ultimately leading to increased competitiveness and success. In conclusion, a well-designed and executed performance management system drives employee motivation, aligns goals, and increases productivity. Balancing constructive feedback, continuous improvement, and adaptability is essential for achieving these outcomes. Organizations prioritizing performance management systems and providing necessary training and resources are likely to succeed. In today's fast-paced business landscape, a dynamic and effective performance management system is indispensable.

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