

How To Enhance Performance of Your Employees : Career Based Performance Management System

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Abstract- *Performance augmentation of employees must be able to attainable by realizing Performance Management System in the organization. Performance Management is a premeditated and integrated process that creates a culture of continued success and achievement to organizations by developing the performance of the employees who work in them and by improving the potentials of individual contributors and teams. Performance Management, in its fullest sense, is concerned with what employees do (their work), how they do it (their behavior) and what they achieve (their results). It embraces all formal and informal measures adopted by an organization to increase to organizational, team and individual effectiveness continuously and to enhance knowledge, skill and competence. In this study we will analyze that how career development opportunities of employees play an important role to develop performance of employees for the organizations they served and which in turn enable the organization to achieve its business goal within stipulated timeframe. A well-managed career system can enhance performance, whereas a mismanaged system can cause sagging morale and lowering of performance.*

Keywords- Performance Management, Performance Management System, enhance, business, goals, time, PMS, Critical Success Factors, Key Performance Indicators, Key Results Areas (KRA), Career.

I. INTRODUCTION

“Man often becomes what he believes himself to be..... I shall surely acquire the capacity to do it, even if I may not have it at the beginning”. - **Mahatma Gandhi**

1.1 Concept of Performance Management

In today's era Performance Management System (PMS) is an essential instrument to senior managers, consultants, Government, officials, academician, trade union leaders and all those who have an active interest in enhancing performance. Of all human resource managements, performance management has a special place since it is a strong determinant of organizational excellence. Organization of contemporary era have realized that human resources needs

to be continuously excited and provided with opportunities for gratification of motivational needs in order to sustain business growth. Performance management as a concept and practice has substantive potential to fulfill business demands of an organization by integrating its growth with motivational needs of human resource.

1.2 Definition and Purposes of Performance Management System:

Performance management system is the process of creating a work environment or setting in which employees are enabled to perform to the best of their abilities. Performance management system begins when a job is defined as needed and ends only when the employee leaves the organization.

Performance Management System is the process of performance planning (goal setting), Performance Monitoring and coaching, measuring (evaluating), individual performance linked to organizational goals, giving him/her feedback, rewarding the individual based on his/her achievements against set performance goals and record competencies, and working out a plan for his/her development

1.3 Performance Management System: Actions and Purposes:

- Develop clear job descriptions.
- Select appropriate employees with an appropriate selection process.
- Negotiate requirements and accomplishments in terms of performance standards, outcomes, and measures.
- Provide effective orientation, education, and training.
- Provide ongoing coaching and feedback.
- Design effective compensation and recognition systems that reward employees for their contributions.
- Provide promotion/career development opportunities for staff.

- Assist exit interviews to understand why valued employees leave the organization.

Performance Management System also facilitates:

- Career Planning
- Redeployment/Transfers
- Career Counseling
- Assessment of Potential
- Job Redesign
- Clarity of Performance Goal and Direction

Most of the traditional strategies for creating a learning organization have involved extracurricular activities. Training events, special programmes and meetings are conducted for creating a learning culture. One side effect of these special efforts is that they reinforce the limiting belief that learning and doing are separate and competing activities. Organizations are constantly under pressure to estimate how much learning takes place before it starts interfering with productivity. Organizations often worry about the —transfer of learning to workplace. Worldwide business is entering a phase of diminishing returns from automation and further technological improvements. Although improvements in these areas will continue and continue to affect productivity, real gains in productivity must come from changes in human behavior. There is no dearth of ideas on how to improve human behavior. But the fundamental question is, are they relevant to the workplace? Today's organizations face a performance crisis. The declining performance of both public and private sector organizations is of increasing concern to managers, economists and politicians, in fact to all those, who are interested in enhancing human performance.

Improvement in performance can come from two sources: (1) technological changes such as higher investment per worker in capital goods and technological improvements in capital goods or (2) changing human behavior in organizations. Whereas increased mechanization technological change, and increased investment per worker in capital goods can all contribute to improved productivity, it is changes in human behavior which result in higher payoffs. The purposes of performance management may be grouped as under:

Informational Purpose: To let an employee know how his performance compares with job standards. To assist in identifying special talents and abilities. To identify employees needing performance improvement. To allow employees to evaluate management.

Motivational Purpose: To establish closer employer-employee relationships and communicate the job requirements and standards of performance in a periodic basis. To provide financial rewards of recognition for a job well done. To work out plans to solve performance problems. To encourage initiative, creativity, and develop a sense of ownership amongst the employees.

Developmental Purpose: To identify individual employee training needs. To identify individuals for potential development. To help the employee strengthen current performance and prepare for higher responsibilities. To show organizational interest in attracting and retaining capable employees.

Managerial Purpose: To translate organizational goals into individual job/ performance objectives. To communicate management's expectations regarding employee performance. To provide feedback to the employee about job performance in the light of management's expectations. To coach the employee on how to improve job performance on a periodic basis. To diagnose the employee's strength and weakness. To determine what kind of development activities might help the employee better utilize his competencies/skills on the job.

II. STRUCTURE OF PMS

Performance Management refers to a comprehensive scientific approach to ensure a link between efforts of individual employees with vision and goals of the organization, to achieve excellence in organization on one side and satisfaction and growth of employees on the other side. Performance Management is more a philosophy than a set of policies and tools. The most prevalent notion of Performance management is that of creating a shared vision of the purpose and aims of the organization, helping individual employees to understand and recognize their part in contributing to them and thereby managing and enhancing the performance of both individual and the organization. Performance Management has the following characteristics:

Performance management is supposed to be owned and driven by line management and not by HR department or one or two executives. There is emphasis on shared corporate goals and values. Performance Management is not a package solution; it is something that has to be specific for a particular organization. Executives of the organization should develop their own plan of managing performance of all employees.

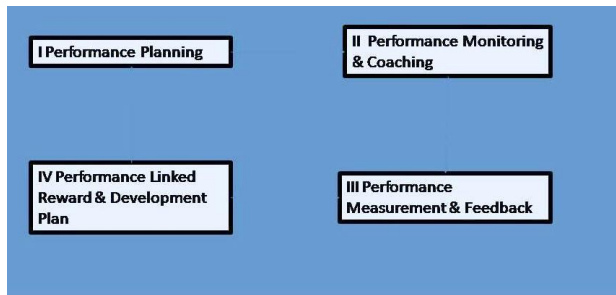


Figure 1: Basic Diagram of PMS

III. NEEDS FOR PMS

There are assured needs for PMS as mentioned below:

- All employees have potential to contribute to job and organization, but only a few of them make good contributions.
- Potential of Indian executives is high and can be compared with the best from other countries like USA, UK, Germany, etc.,
- Most employees only manage to demonstrate average performance.
- A number of employees develop negative attitude and frustration at work place.
- Work culture in some Indian organizations is poor or weak.
- In spite of high potential employees fail to develop their competence in organizations.
- When employees start their career at the age of 22-25 years, most of them show high motivation and interest for work but they fail to sustain in overtime.
- Many organizations have rigid and bureaucratic structures that are not conducive to creativity and innovation, although this trend is gradually changing and some companies are developing flexible structure.
- Awareness and skill level of workers is increasing; companies should attempt to utilize their skills for organizational goals.
- Technology is changing very fast, continuously impacting job content. While some executive can adjust, many cannot, a factor leading to low job performance.
- It is observed that many employees develop rigid and inflexible attitudes. Consequently they become poor performers, despite the high potential.

Performance Management System has the potential to fulfill strategic and operational requirements of an organization and personal as well as professional needs of employees in a number of ways. All employees have potential

to contribute to job and organization, but only a few of them make good contributions. Potential of Indian executives is high and can be compared with the best from other countries like USA, UK, Germany, etc. However most of the employees manage to deliver only average performance. A number of employees develop negative attitude and frustration at work place. Work culture in some Indian organizations is poor or weak. In spite of high potential employees fail to develop their competence in organizations. When employees start their career at the age of 22-25 years, most of them show high motivation and interest for work but they fail to sustain it overtime. Many organizations have rigid and bureaucratic structures that are not conducive to creativity and innovation, although this trend is gradually changing and some companies are developing flexible structure. As awareness and skill level of workers is increasing; companies should attempt to utilize their skills for organizational goals. Technology is changing very fast, continuously impacting job content. While some executive can adjust, many cannot, a factor leading to low job performance. It is observed that many employees develop rigid and inflexible attitudes and consequently they become poor performers, despite the high potential. In this context it is not exaggeration to say that PERFORMANCE MANAGEMENT SYSTEM is a critical component in enhancing the overall productivity of any company and their realize its strategic business goals.

IV. BENEFITS OF PMS

Performance Management offers multiple benefits to employees and organizations, which include:-

- Ensuring business- HR partnership
- Fulfilling individual and collective needs of employees
- Institutionalizing high performance work culture
- Facilitating long lasting and sustainable results through measurable employees management
- Optimizing human capital through continuous renewal of human skills and competencies.
- Ensuring equity in employees management issues
- Helping organizations to exit survive and succeed in a competitive, globalised and uncertain business environment.

V. REASONS FOR POOR PERFORMANCE

The job performance of executives in any organization depends on a number of variables such as the structure of the organization, human resource policies, technology, knowledge, skill and personality of executives etc. It is necessary to identify reasons of poor performances before

adopting any intervention for performance enhancement in the organization. An attempt has therefore been made to analyze reasons of poor performance among executives. Following are the common reasons identified:

- Wrong/unscientific selection policies.
- Ineffective Performance appraisal system e.
- Career development opportunities not available.
- Organizational structure is bureaucratic and rigid.
- No linkage between job performance compensation and reward.
- Clarity in role and responsibilities lacking.
- Executives lacking in knowledge and skill required for job.
- Negative attitude of executives.
- Highly repetitive nature of executive's job.
- Dissatisfaction and frustration.

VI. MASLOW'S HIERARCHY OF NEEDS:

Abraham Maslow is the architect of the Need Hierarchy theory of Motivation. This theory proposes that unsatisfied needs of an individual become motivators and they exist in the form of a hierarchy. The premise of this hierarchy is that once a need in hierarchy is fulfilled, human beings are driven to seek gratification of the next higher need. Therefore, this theory is called hierarchy of needs. This hierarchy consists of five major steps as follows

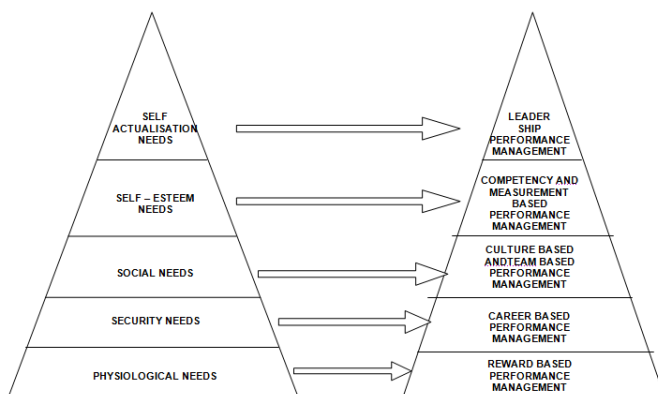


Fig. 2: ALIGNING STRATEGIES OF PERFORMANCE MANAGEMENT WITH MASLOW'S HIERARCHY OF NEEDS

- **Physiological Needs:** It is the most basic level need in the hierarchy. Fulfillment of this level is sought to sustain human life itself. Needs here include food, water, clothing, sleep, sexual satisfaction and shelter.
- **Security Needs:** This is a need of belongingness. Human beings want acceptance, affection, love and recognition from other human beings in society/organizations. They

will be driven by this need once their physiological and security needs are met.

- **Self-esteem Needs:** This is an inner need. At this stage of need hierarchy, human beings are motivated on their own and strive to do things which make them feel proud of themselves. They are guided by their conscience.
- **Self-actualization Needs:** This is on the peak of need structure. Human beings when they reach this level of need hierarchy, Endeavour to realize their potential completely and seek outstanding accomplishments.

Basic assumption of this theory is that once a lower-level need on this hierarchy is fulfilled, the next level of need drives human beings. It means, the need that gets gratified loses its power of motivating employees although that need continues to be in the background. Therefore, understanding this need hierarchy and also identifying and placing employees where they stand on this hierarchy assumes critical importance in performance management. This is because motivating employees is cardinal to the success of performance management. For this purpose, performance managers must clearly understand the motivational stance of employees. As discussed earlier in this chapter, the structure of performance management is based on these motivational theories. Relevance of hierarchy of needs for performance management is illustrated in the figure by juxtaposing both: hierarchy of needs vis-à-vis strategies of performance management. As shown in the figure, each of the strategies of performance management is patterned after hierarchy of needs. Here we will discuss about 'career - based performance management system' as it is compared with 'security needs' in hierarchy of needs theory.

VII. STRATEGIES IN PERFORMANCE MANAGEMENT

Development of a performance management system involves three dimensions:

- Assessing status of existing performance management system.
- Mapping desirable performance management system.
- Executing performance management system based on seven Performance Management Strategies as discussed below

Performance management is an integrated and comprehensive framework that encompasses seven principal strategies such as:-

- **Reward – Based Performance Management**
- **Career – Based Performance Management**

- **Culture – Based Performance Management**
- **Team – Based Performance Management**
- **Competency – Based Performance Management**
- **Measurement – Based Performance Management**
- **Leadership – Based Performance Management**

In this study we will discuss on Career Based Performance Management and its impact on developing performance of employees in the organization.

VIII. CAREER- BASED PERFORMANCE MANAGEMENT

Career management is nothing new to organizations managers and employees. However, career management has gained special attention in current decade as an effective mechanism to fulfill higher motivational needs like self-esteem and self-actualization. Career management is considered as a vital ingredient in the grand strategy of performance management. Within the overall framework of performance management, career planning and development has a special role because it can be an opportunity as well as a threat to performance-building efforts of organizations. A well-managed career system can enhance performance, whereas a mismanaged system can cause sagging morale and lowering of performance.

Career based performance management strategy has been identified as one of the seven performance management strategies. The significance of career strategy is understood through the contributions it can make to Performance Management which includes:

- Continuous development of human resources
- Ensuring right employees are placed in right positions
- Facilitating optimization of efforts
- Providing for competency building
- Creating avenues for effective motivation
- Making available critical knowledge for innovation
- Enhancing employee commitment
- Creating harmony between employee and organizational needs
- Creating provision for self-assessment
- Enhancing organizational and employee agility.

IX. THEORETICAL FOUNDATIONS OF CAREER-BASED PERFORMANCE MANAGEMENT STRATEGY

Some of the important and relevant theories of career management are briefly discussed in the following paragraphs.

These theories chiefly explain and provide the basic understanding on (i) what makes a person choose a particular career over others, (ii) why it is important to assess congruence between an individual's personality type and career, (iii) what career stages does every individual pass through and (iv) different career paths for different situations/organizations among others.

9.1 Schein's career anchors:

According to Edgar Schein, attitude, that drives a person to choose a particular type of career, forms in the early years of his/her life. A person's interaction with the environment during childhood and in the early years of personality formation decides the kind of career that person would most likely opt for. These attitudes which guide career choices become career motives as life progresses. Schien calls these motives career anchors. Further he classified these career anchors into six types as indicated here.

9.1.1 Managerial Competence: Employees with this career anchor prefer leadership roles. They possess interpersonal relationship and problem solving skills and choose employment as vice-presidents, plant managers and administrative officers in Government offices, etc.

9.1.2 Technical/Functional Competence: Employees with this career anchor are excited by specialization and seek deeper knowledge in a given field. They are also disinterested in taking up administrative jobs and avoid generic jobs. These employees can generally be found in research and consultancy organizations..

9.1.3 Security and Stability: The dominant motive here is to hang on to a job to derive stability in life. In order to satisfy this need, employees adopt a conformist behavior and or loyal to an organization. They dislike moving to other locations/organizations. These employees are mostly found in government/large size organizations performing clerical and routine jobs.

9.1.4 Creativity and Entrepreneurship: These are the employees who derive satisfaction launching and doing their own job/business. They make attempts to create something new even when they are employed in organization. They either set up their own business or prefer small and upcoming firms for employment so that they can get opportunities to do the kind of activities they wish to do.

9.1.5 Autonomy and Independence: This anchor is similar to the creativity. Employees of this type prefer self-employment and strive to have freedom from organizational constraints and

code of conduct. They generally prefer professions like academics, and journalism where they can get freedom.

9.1.6 Technological Competence: All software workers and employees who intend to engage themselves full-time on researching and developing new technology form this anchor. These employees give technology a very high priority. These types of employees are change friendly and extremely adaptable.

9.2 Schein's stages in career cycle

Edgar H Schein has also developed a framework for understanding how a person's career experience in turn influences the kind of profession/occupation that person prefers. According to this framework, any person's career life cycle consists of **five stages** as briefly described.

9.2.1 Growth Stage: This stage constitutes mainly childhood, something like from birth to adolescence. Every individual develops a self-concept and gains an identity during this stage. The kinds of experiences an individual undergoes during this stage impact the career choices. During the growth stage, employees experiment with many activities in a form of play and interaction with the world and draw their own lessons. These lessons mainly comprise their learning with regard to the activity/experience they like and dislike, and this ultimately forms a career anchor.

9.2.2 Exploration Stage: This stage occurs generally during the age of 18 to 25. Employees at this stage make serious experiments with a few careers in order to match their personal interests and skill profile. Generally, at this juncture, employees choose very generic careers. Towards the end, they try to choose an occupation over the other that suits their interest and skills the most. This is also a stage in which employees make realistic assessment and understanding of themselves and their competencies and interest.

9.2.3 Establishment Stage: This is a very critical and real stage in anybody's career cycle. This stage lasts for nearly 20 years. Employees who are fortunate find careers that suit them and are compatible with their profile, but for a few others it may not result in tapping of their potential. Employees during this stage make progress and advancements in their career. They also put before themselves certain career objectives to achieve in the forthcoming five to fifteen years. This is also the stage in which they face career crisis due to the environmental changes. Successful employees are those who effectively manage this stage of their career by making realistic choices and having a clear career plan and progress accordingly.

9.2.4 Maintenance Stage: This is a stage in which employees just put in efforts to maintain what they have already achieved in their profession/occupation. This stage generally occurs during the age group of 45 to 65. Even when employees make significant career progress during this stage, it can be attributed to the efforts put in during the establishment stage.

9.2.5 Decline Stage: As the title suggests, this is the stage where the career recedes in full form. Employees lose power and responsibility apart from losing touch with the latest developments in their fields. During this stage, employees seek retirement or are accorded compulsory retirement. This stage is also characterized by diminishing physical and mental energy.

9.3 Hall's career stage model:

D.T. Hall presented career stages model pointing out that every employee undergoes through four stages in his/her total career as indicated below. He called these career cycles as career growth curve.

9.3.1 Exploration and Trial: This is the stage in which both employee and the organization explore and make trials of each other. Organization screens and selects an individual to a position with the belief that individual suits that position. Individual also accepts the offer of employment, with an impression that the position being offered is suitable. During this stage both make an assessment and evaluation and realize whether there is compatibility between the person and position or not.

9.3.2 Establishment and Advancement: Based on the experience gained at the first stage, both employee and the organization make efforts to place the employee suitably through transfers and promotions. Employees who find that positions offered to them are not appropriate in terms of skills, grades, responsibilities and roles may seek change or quit the organization. On the other side, some employees may make appropriate changes in order to fit themselves to right positions and start climbing the career ladder.

9.3.3 Mid-Career: This is a critical stage among other stages in the career cycle. Some employees may feel that they have almost made it and become contented, while others encounter a career crisis and make efforts to broaden their jobs. Organizations must make special efforts to enhance job content and provide more avenues for performance to employees who are at their mid-career stage. In the absence of special motivational programmes, employees may slip into doing something very routine and maintenance-oriented.

9.3.4 Disengagement: All employees face this situation subsequent to the stage of mid-career. The only difference is that some employees may reach this stage abruptly, like retirement, and for some it may happen gradually, particularly in case of employees in consultancy, medical practice and engaged in offering professional service/self-employed persons. Organizations must gradually wean away the employee from taking larger responsibilities so that disengagement is gradual and systematic. Disengagement that occurs in a gradual fashion will have no adverse consequences to both employees and the organization.

9.4 Mondy, Noe and Premeaux's four types of career paths

Career path means how each job is related to other jobs and avenues for upward mobility in organizations. According to Mondy, Noe and Premeaux, there are four types in career paths as indicated here:

- **Traditional Career Path:** Traditional type of career path is derived from the principle of bureaucracy. Here, employees progress vertically upward from one job to the other, which are well interconnected. Experience in lower position is regarded as essential training to occupy a higher position. However, this type of career path has lost relevance in the changing business environment dominated by flat and organic organizational structures.
- **Network Career Path:** A distinct characteristic of this career path is that it provides opportunities for both horizontal and vertical movement. Jobs are described in broader terms and a group of jobs are also considered as interchangeable. Network career path lessens the problem of employee career progression that is generally encountered in traditional career path. However, defining career avenues precisely is comparatively difficult in the network system.
- **Lateral Skill Path:** This career path is based on the approach of skill upgradation/learning itself as career enrichment. Here, employees are neither moved horizontally nor vertically in the organizational ladder. However, they are given opportunities to redefine their jobs and perform a bigger role. Employees are encouraged to (i) update themselves, (ii) obtain new knowledge and (iii) apply them in their jobs.
- **Dual Career Path:** This career path has come into practice due to the increasing need for building technical specialists in organizations. Today, organizations need specialists' as much as managerially competent employees. Therefore, there must be a method through which these specialists can be rewarded from career point of view. Organizational structures are made to end with

general management positions at the top. Specialists who like to spend their time and energies on technical issues dislike moving to general management positions. Dual career path provides opportunities for specialists to move upward in a similar manner as general management cadres.

9.5 Holland's framework of career choice

John Holland proposed a framework that explains why and how employees choose a particular kind of career. He emphasizes that employees choose a career that is congruent with their basic personality. Therefore, according to him, it is important to understand personality types in order to offer suitable employment or make realistic career planning in this context, he identified six personality types as briefly indicated here:

- **Realistic:** These are scientific-tempered employees who like to work on machines, equipment, machinery etc. They are mechanically skillful and prefer career in technical areas as technicians, engineers.
- **Investigative:** These are analytical, critical, methodical and research-oriented persons. They are very curious to understand the process of cause and effect relationship, and are most likely to prefer career as researchers and analysts.
- **Artistic:** These are unconventional, original, creative and non-conformists. They like to work in the fields such as beauty, fashion, interior decoration, entertainment and also professions like journalism.
- **Social:** This type of employees prefers to work for social cause, engage themselves in societal work and identify with social causes. They prefer to work among employees and for the employees. Even when they are employed in organizations, they are most likely to become trade union leaders and employees' representatives.
- **Enterprising:** Employees of enterprising nature prefer to be self-employed as much as possible. They like to influence thinking and lead organizations. Professionals like doctors, lawyers, chartered accountants and businessmen fall in this category.
- **Conventional:** These are system adherence employees implying that they are very methodical, systematic, bound by procedures and customs. They are very good at clerical and accounting functions. They like to work in the areas of accountancy and data management.

9.6 Ilea's Resource-Based Career Approach.

Professor Paul Ilea advocates a resource-based career development approach that is derived from two principles. The

first principle is based on environmentalism in which it is believed that all economic and social development should be sustainable, that is, it must not reduce options open to future generations. The second principle is based on strategic management literature or resource-based view, which promotes treating career development as a competitive advantage to both individuals and organizations.

These theories provide valuable insights into issues such as congruence between career and employee personality, congruence between employee and organization, congruence between employee and environment, career stages, career anchors, etc.

9.7 Lessons derived from these seminal theories for building career-based performance management strategy include:

- Need to integrate career planning with organizational objectives.
- Need to match organizational careers with career choices of employees.
- Career to be the platform for long-term learning experience.
- Career management as dual responsibility of employee and organization.

The strategy of career-based performance management is developed through two interventions. Nurturing career-based performance management is the first intervention. Career is proposed to be deployed as a prime force in achieving performance excellence in this intervention with the application of **10 drivers. These drivers** are:-

- Designing a development plan with organizational focus
- Designing a career development plan with individual focus
- Articulating career planning and development goals
- Defining job competencies
- Creating learning centric career development
- Creating mentoring centric career development
- Launching tailor-made career planning and development programmes.
- Implementing career planning and development programme
- □□Analyzing efficacy of career planning and development programme
- □□Renewing career planning and development programme.

The second intervention is referred to as capitalizing on career strategy in institutionalization of performance management as a way of organizational life.

X. CONCLUSION

This study enlightens the constructive move toward of Performance Management System on the overall growth of employees and organization through Career based performance management. Career management has gained special attention in current decade as an effective mechanism to fulfill higher motivational needs like self-esteem and self-actualization. Career management is considered as a vital ingredient in the grand strategy of performance management. Within the overall framework of performance management, career planning and development has a special role because it can be an opportunity as well as a threat to performance-building efforts of organizations. A well-managed career system can enhance performance, whereas a mismanaged system can cause sagging morale and lowering of performance.

The motivated workers give their best and maximum to the organization, on the one hand, and share of the fruits of organizational progress jointly with management. On the other hand a structured PMS provide an understanding of where employee fit into the company and how they contribute to the overall success of the organization. This starts with company and executive strategic goal setting, which pour into manager, team, and individual goal setting. Bring into line your entire workforce with higher arching business goals sets clear priorities and direction, which ensures individuals, can feel ownership in the business through individual objectives. So, methodical Career development opportunities have direct impact on motivation enhancement of employees largely.

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