



MODERN WAYS OF PERFORMANCE MANAGEMENT

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KEYWORDS :

We always study in our HR and personnel books about management of performance but managing performance in real organization is quite different. We have BARS Method, Critical Incident method etc. to measure performance of the employee on the job. But these methods are not practically possible many a times because of work pressure in today's organization.

So I think when you want to measure employee's performance in today's modern working environment it is very necessary to consider following important highlights for measuring performance:-

- 1) Time Management
- 2) Efficiency & Effectiveness
- 3) Accuracy
- 4) Work Relations or team work
- 5) Knowledge of the job
- 6) Knowledge of Industry and its development

1. Time Management

When we say time management it doesn't mean employee should come on time and finish his work on time. It includes overall the management of time. As per factories Act 1948 employees should work 8 hrs a day in the organization during that how employee handles times and complete given job is on high concern. Because you ask your employee to finish job in two days and if he finishes it in one day means he is perfectionist and quality performer. And other employees who will take 3 to 4 days to finish job means he is hard worker and not efficient. Time management should always include his working hours. If employee leaves office 1 to 2 hrs late means he is not efficient. In measuring performance it is important to take in to consideration how employees finishes his work within working hours with accuracy. Today's organizations want fast climbers than steady racers.

2. Efficiency and Effectiveness

There is difference between effectiveness and efficiency. Efficiency means doing things rightly and effectiveness means doing right thing. Employee should be effective as well as efficient while performing his/ her jobs. During measurement of performance, performance should be measure by taking parameters of effectiveness and efficiency. Effectiveness will check whether employee is doing right job on right time and efficiency will check whether employee is doing job by utilizing his appropriate skills on the job.

3. Accuracy

Accuracy should be very important criteria for performance. Here we will measure correctness of employees on the job. It also includes mistakes/ errors / wastages/ loss etc. If employees is doing 100% job everyday but out of that 70% is wastage then his accuracy is only 30%. So actual performance should be measure by deducting errors/ mistakes/ wastages/ loss etc.

So formula for accurate performance is

Accurate performance: $\text{Actual Performance} - \text{mistakes/ errors / wastages/loss}$

4) Work relation or team work

When we say job it doesn't mean only on the job performance. Successful job performance is only possible when employees work in a team and maintain good interpersonal relationship. No job is fully independent. Each job is depends upon another job. It is work chain where performance of one employee will decide performance of another employee. Work relations as well as team work should be considering equally important with actual job performance. If employees on the job performance is excellent but he doesn't have good repo with colleagues then it may get unnoticed. People will see him more as a bad team member. So in today's modern work culture when company measures performance they should measure employee's behaviour with colleagues and co-worker. If he has good relationship and bonding with colleagues and co-workers then it will improves his performance as well as colleague's performance. Work chain will be smoother.

5) Knowledge of the job

In today's modern environment knowledge of the job should one measurement area in performance appraisal. Generally people work in any organization for the sack of money. Every day they work on assignments and routine work given to them. But if we ask questions about the work done they may not able give complete details. Reason behind this they work on that assignment due to pressure of deadlines. Now the question is what about their knowledge? It shows that they have done only quantity of work. Now company requires quality and smart employees. Complete knowledge about the job is very important. Job knowledge includes job responsibilities, place in the organization chart, knowledge about reporting authority, knowledge about subordinates and finally purpose and end result of the job etc. So during performance measurement job knowledge should be the top priority.

6) Knowledge of industry and its development

Performance management in current industry is changing. So knowledge of industry and its development should be the part of performance appraisal. Whenever company assess employee's performance they should assess employee's knowledge about industry, competitors and development in the industry. With job knowledge employee should aware about current affairs in respective industry.

So in modern organization performance appraisal should not only based on traditional methods but also consider above mention criteria's. Today world is so competitive company should prefer smart employees than only hard workers. To assess performance standard of each employee they should assess these areas for complete performance assessment. Outcome of this is skilled and upgraded manpower for continuous development of company as well as employee.