

# A Study on Performance Management System in Wipro

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**Abstract** - The study aims to review and analyze Performance Management system and their usage in WIPRO. The study entailed detailed examination of the methods to measure and enhance Performance Management system against its objectives. Exploratory Research followed by descriptive research has been used in the study. Non-Likelihood convenience sampling has been employed in the study. The sample size is 42. Primary data has been collected using two structured questionnaires. The Performance Management System is an integral part of an organization to measure, motivate and refine the performance of the entire organization. It conjointly helps to concentrate on the goals of the organization towards specific pre-determined objectives for a structure culture. The companies must identify and develop unique holding strategies to retain the staff. An established formal communication networking with an informal focus would give the organizations an additional competitive advantage.

**Index Terms** – Performance Management system, Strategies to retain the staff, competitive advantage.

## INTRODUCTION

Performance is what is expected to be delivered by an individual or a set of individuals within a time zone. What's expected to be delivered could be stated in terms of outcome or efforts, tasks and quality, with specification of conditions under which it is to be delivered. A Performance Management System is a mechanism for tracking the performance of staff consistently and measurably. It allows the company to ensure that employees and departments across the organization are working effectively towards achieving the business objectives. Successful businesses gain an advantage from having employees better align with corporate goals.

Performance Management can be defined as the development of individuals with competency and commitments working towards the achievement shared meaningful objectives within an organization which supports and encourages their achievements.

Performance Management is a process that enables the workforce by way of creation of an environment in which they can perform to the best of their abilities. Performance Management begins with describing a job.

## CONCERNS OF PERFORMANCE MANAGEMENT

The main concerns of performance management as follows:

- Concern with outputs, outcomes, process and input.
- Concern with continuous refinement.
- Concern with continuous evolution.
- Concern with measurement and review.
- Concern for stakeholders.
- Concern for fairness and transparency.
- Concern for higher communication.

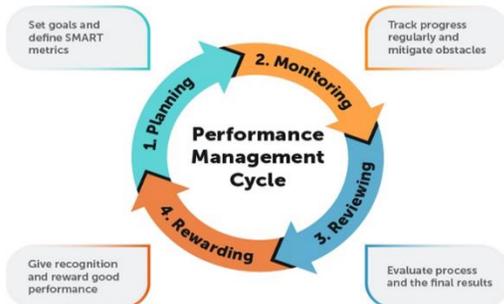
## THE PROCESS OF PERFORMANCE MANAGEMENT

Performance management should be regarded as a flexible process, not a system. The use of the term system implies a rigid standardized and bureaucratic approach, which is inconsistent with the concept of performance management as a flexible and evolutionary, albeit coherent, process i.e., applied by managers working with their teams in accordance with the circumstances in which they operate.

Performance management is a natural procedure of management. As outlined by the whole quality professionals William Deming; it consists of those basic activities:

- Plan-decide what to try and the way to try and do it.
- Act-do the work required to execute the plan.
- Monitor-do continuous checks on what's being done and live outcomes so as to assess progress in implementing the arrange.

- Review-consider what has been achieved and, in the light of these, establish what more needs to be done and any corrective action required if performance is not in line with the plan.



Performance Management in action:

Performance management mustn't be treated as a mechanistic system supported regular formal appraisals and careful documentation. These activities ought to be coherent within the senses of causative to an overall systematic approach during which all aspects of the performance management method area unit aligned. Therefore, there must be a manifesto of intent that states why performance management is very important, however it works and the way individuals are suffering from it. Samples of however such an approach is formed area unit given below.

Organizational performance measures:

It's necessary to live accomplishments and progress against objectives, and organizations have so to make a decision what measures ought to be used. A number of key measures owned by over one operate area unit simpler than a multiplicity of measures-this avoids the matter baby –faced by several organizations of drowning in data.

The Balanced Score Card:

The Balanced Score Card as originally developed by Kaplan and Norton is often used because the basis for activity. Managers desire a balanced presentation of each money and operational measures. Their original thought of the card needed managers to answer four basic queries, which implies gazing the business from four connected perspectives:

- How do customers see us?(customer perspective)

- What should we tend to surpass at? (Internal perspective)
- Can we tend to still improve and make value?(Innovation and learning perspective)
- How can we verify shareholders?(Financial perspective)

### SCOPE OF THE STUDY

The performance of the staff is being analyzed which can indirectly influence the satisfaction of the employee and directly motivates them to work for the organizational developments. The study helps to analyze the trends in performance management system in WIPRO industry and give appropriate suggestions to improvise the practices taken by it.

### LITERATURE REVIEW

Forslund (2007) a state-of-the-art description of the activities in logistics performance management is provided, addressing the following questions in dyadic relationships: How often are expectations updated? Who is the customer's contact person? What is the contract situation? Which actor (customer or supplier) formulates performance targets, and who measures logistics performance? Some of these issues relationships to customers expected logistics performance were verified.

Lo&Chin(2009)The seven-user-satisfaction-based core values, eight crucial success factors and five-phase information management method area unit known because the basis of the assessment criteria. These estimation criteria give lecturers and practitioners with a brand new insight into the analysis landscape for information management performance activity.

Gomes&Yasin (2011) The Advocated approach incorporates many frameworks in a shot to deal with sensible issues associated with performance activity, management and improvement.

Agyemang&Ryan(2013)Examines structure modification processes that occur once accountability demands from powerful external stakeholder's modification .It investigates, firstly, whether or not these external answerability demands impact on the performance management system of two differing types of organizations. Secondly, it considers whether

or not the goals for improved performance contained at intervals the external responsiveness demands area unit realized. Within the public sector case study, the organizations cared-for reorient their performance management systems towards the external responsiveness demands; while within the non-public sector organization, pressures from falling share costs forced managers to focus their deciding on the popular performance measures contained in shareholders responsiveness demand.

### OBJECTIVES

- To study the performance management system in WIPRO.
- To study the performance management components.

### RESEARCH METHODOLOGY

Sampling Technique: Nonprobability convenience sampling has been employed in the study. Convenience sampling refers to the gathering of the data from members of the population United Nations agency area unit handy out there to supply it. Its most frequently used throughout the alpha part and is probably the most effective means of obtaining some basic data quickly and with efficiency.

Sample Size: The sample size is 42 in WIPRO.

Data Collection:

Primary data refers to the first-hand data gathered by the researcher himself. Secondary data is collected by the existing data.

Primary data:

Primary data is collected through structured questionnaire by using snowball technique.

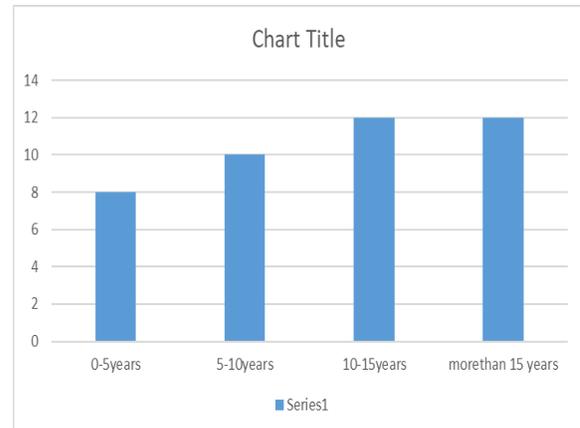
Secondary Data

Secondary data collected for this study from various articles, journals websites mazines

### DATA ANALYSIS

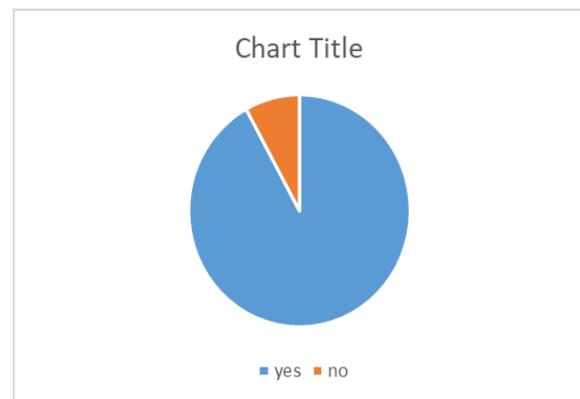
Q1. Since how many years have you been working with this organisation?

- 0-5 years
- 5-10 years
- 10-15 years
- More than 15 years



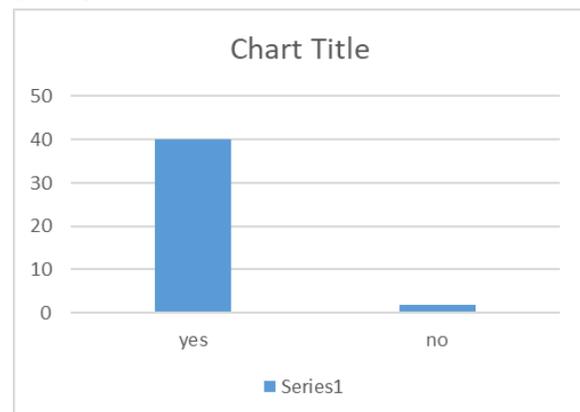
Q2. Do you think the performance management system is clearly defined in the organisation?

- Yes
- No



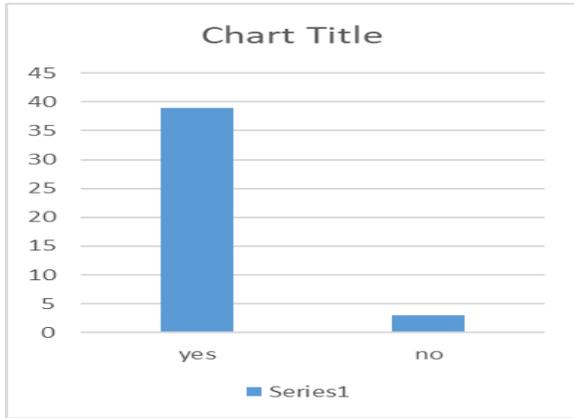
Q3. Goals set for performance evaluation are mutually decided goals?

- Yes
- No

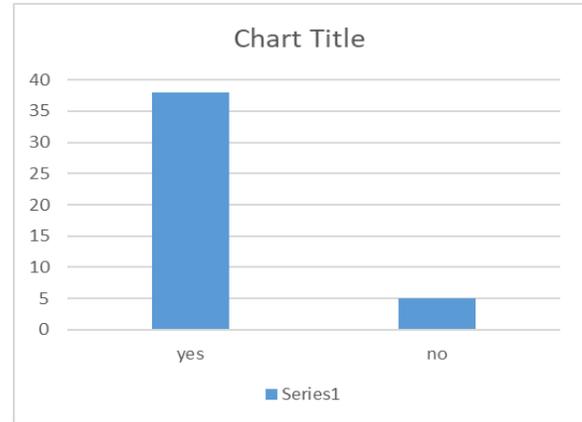


Q4. Do you think performance management system helps people set and achieve meaningful goals?

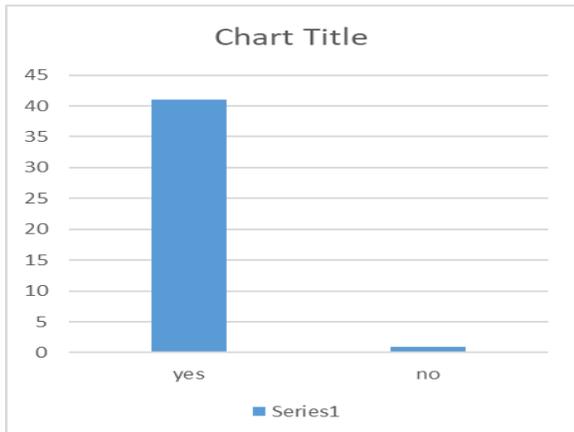
- Yes
- No



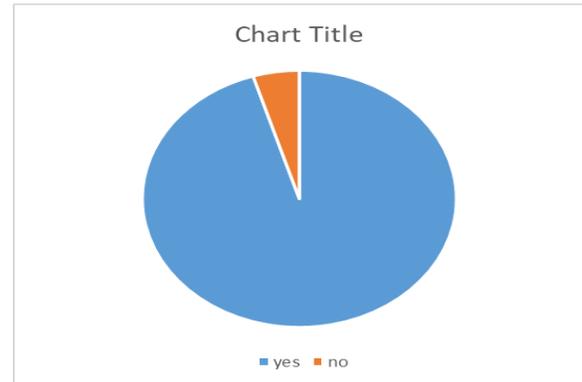
Q5. Does the performance of employees improve due to the current performance management system?  
 a. Yes  
 b. No



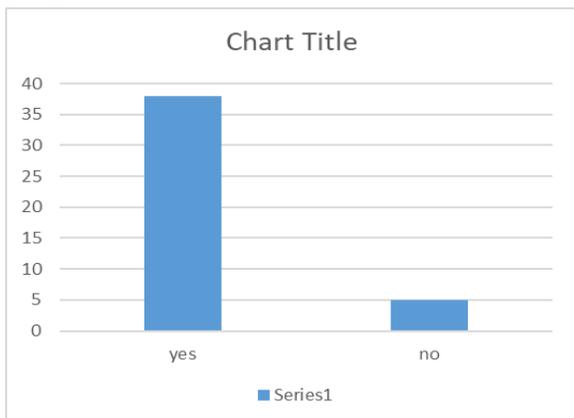
Q8. Do you think your leadership and interpersonal skills are developed due to the performance management system?  
 a. Yes  
 b. No



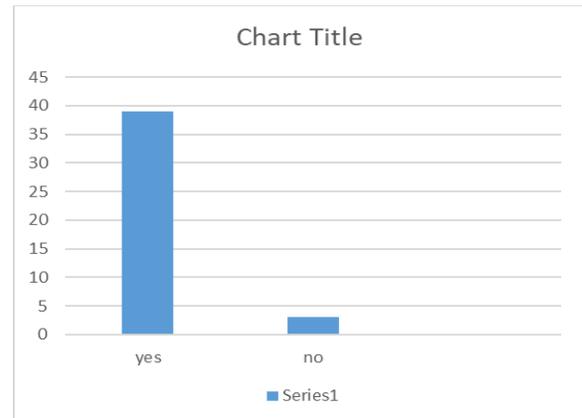
Q6. Does the promotions are strictly based on performance management system?  
 a. Yes  
 b. No



Q9. Are you satisfied with the existing performance management system?  
 a. Yes  
 b. No



Q7. Do you feel free to express to your appraiser, your disagreement regarding the appraisal decisions?  
 a. Yes  
 b. No



**FINDINGS**

Following area unit the findings of the study:

- For reducing the biasness in PMS standardisation is employed principally.
- Training of the staff is a crucial part of PMS.
- Retention of the staff is of utmost importance whereas creating policies relating to PMS within the company.
- If poor performance of a worker is known, there's a trend of providing improvement coaching job.

#### SUGGESTIONS

Following area unit the recommendations for up the PMS within the company studied:

- Biannual performance review ought to be started with ensuing review amount.
- As it is inferred that PMS system is very important for any organization, the organizations should invest in specific technology adjusted merchandise and services, code and hardware to enhance the performance.
- Training and development, career development and succession coming up with become the core essential functions of a PMS. The organizations should focus on these areas to effectively appraise and improve the performance of workers within the organizations.
- Retention and innovation ways area unit accustomed improve the performance of workers, therefore the focus should be directed towards up the PMS.

#### CONCLUSION

The performance management system is an integral part of a company to live, motivate, and improve the performance of the whole organization. It conjointly helps to concentrate on the goals of the organization towards specific pre-determined objectives for a structure culture. The businesses should establish and develop distinctive retention strategies to retain the staff. A long-time formal communication networking with an off-the-cuff focus would provide the organizations a further competitive advantage.

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