"A STUDY OF EFFECTIVENESS ON PERFORMANCE MANAGEMENT SYSTEM WITH REFERENCE TO MANPOWER SERVICES INDIA PVT LTD, COIMBATORE & CHENNAI"

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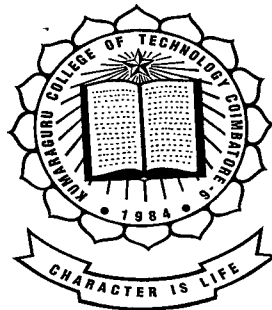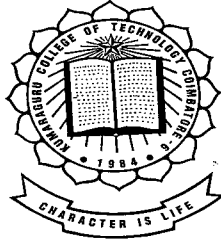**A PROJECT REPORT**

Submitted

by

B.SARATHBABU
Reg.No: 0720400038

in partial fulfillment of the requirements of
Anna university-coimbatore
for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
JULY 2008

DEPARTMENT OF MANAGEMENT STUDIES

KUMARAGURU COLLEGE OF TECHNOLOGY

COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project titled **"A Study of Effectiveness on Performance Management System with Reference to Manpower Services India Pvt. Ltd., Coimbatore & Chennai"** is the bonafide work of **Mr.B.SARATHBABU   (0720400038)** who carried out this research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

Faculty Guide

Director

Evaluated and viva-voce conducted on...
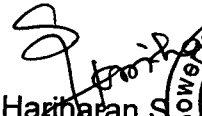
Examiner I

Examiner II

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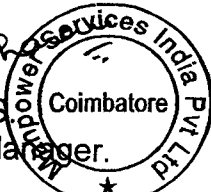
TO WHOM IT MAY CONCERN

This is to certify that Mr. B. Sarath Babu (Reg.No.-0720400038) of MBA, KCT Business School, Kumaraguru College of Technology, Coimbatore has done a project titled – "A STUDY OF EFFECTIVENESS ON PERFORMANCE MANAGEMENT SYSTEM WITH REFERENCE TO MANPOWER SERVICES INDIA PVT LTD, COIMBATORE & CHENNAI" for a period of 1 month, from 14.06.08 to 14.07.08.

He has successfully completed his project complying with the rules and regulations of the company.

We wish him all success for his future endeavors.

Yours sincerely,
For and on behalf of
Manpower Services India Pvt. Ltd.,
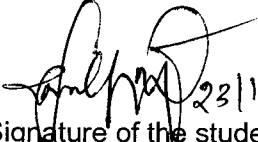
Hariharan S
Assistant Manager.

DECLARATION

DECLARATION

I hereby declare that the dissertation entitled "**A Study of Effectiveness on Performance Management System with Reference to Manpower Services India Pvt. Ltd., Coimbatore & Chennai**" submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree, is my original work and the dissertation has not formed the basis for the reward of any Degree, Associate ship, Fellowship or any other similar titles.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Signature of the student
With date

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

Few people are as fortune as I have been. Throughout my life I have always benefitted from many wonderful people around me, and the last two months of my final project have been no exception. I have many people to be thankful to.

I thank our respected chairman **Dr. N. Mahalingam** who helped us to undergo this master's degree and acquire a lot of knowledge.

I express my sincere gratitude to our beloved correspondent **Prof.Dr.K.Arumugam,** the prime guiding spirit of Kumaraguru College of Technology.

I extend my heartfelt thanks to principal **Dr. Joseph V. Thanikal,** Kumaraguru College of Technology, for provided facilities to do this project.

In great honor and with indebt gratitude I think my inspiring guide **Prof.V.S.Elamurugan** who has taken great interest in helping me on and often in the successful pursuit of my project. I am very much fortunate to get such a good guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.

I am highly indebted to acknowledge my deep sense of gratitude and respect to **Mr.Pradeep.P.,** Consultant and **Mr.Kailash.K.,** Business Manager, for being supportive through the tenure of my project.

I extend my sincere thanks to all faculty members of school of management. I would be failing in my duties if I would not deliver my special thanks to my family members, friends, relatives and all those who assisted, helped and gave enthusiasm throughout this endeavor.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This project work is done in "**Manpower Services India Pvt. Ltd., Coimbatore & Chennai**. About 9 million employees worldwide in 2007 are working in this organization out of which 5 million are permanent. This project is under taken to study how the Performance Management is carried in the organization and satisfy the requirements of the employees.

Performance Management System determines who shall receive merit increases; counsels employees on their improvement; determines training needs; determines promotability; identifies those who should be transferred.

The research design adopted for this study is Descriptive Research. In the study the sample size selected from the population of 100 workers, out of which 18 are RA, 32 are AC, 30 are Consultant, 16 are Sr. Consultant and 4 are Managers. By using siSmple random sampling method at Manpower Services India Pvt. Ltd.,. The study will help in taking decision whether to maintain or improve the current technique.

The project centered on the different opinions of the employees on existing performance management and their future anticipation.

Overall, the research was indeed an enlightening process in terms of the abundant opportunities, rather than just an academic pursuit.

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CHAPTER 1

INTRODUCTION

INTRODUCTION

1.1 ABOUT THE STUDY

PERFORMANCE MANAGEMENT includes,

- Organization
    - ⇒ Activities
    - ⇒ Responsibilities
    - ⇒ Relationships
    - ⇒ Standards
    - ⇒ Quality of work life

- Performance Management System
    - ⇒ Performance plans and goals
    - ⇒ Coaching
    - ⇒ Evaluation

- Reward structures
    - ⇒ Compensation
    - ⇒ Benefits

According to Roland Benjamin, a performance Management System determines who shall receive merit increases; counsels employees on their improvement; determines training needs; determines promotability; identifies those who should be transferred.

The main objectives of employee performance Management System are,

o To enable an organization to maintain an inventory of the number and quality of all managers and to identify and meet their training needs and aspirations

o To determine increments rewards, and provide a reliable index for promotions and transfers to positions of greater responsibility

o To maintain individual and group development by informing the employee of his performance standard.

o To suggest ways of improving the employees performance when he is not found to be upto the mark during the review period.

Criteria for assessing performance are:

➢ Quality

➢ Quantity

➢ Timeliness

➢ Cost effectiveness

➢ Need for supervision

➢ Inter-personal Impact

➢ Training

Quality-of-work-life have pointed towards a flexible job design, flexible working hours, flexible benefits and compensation, more open communication, open posting/bibbing for job assignments, and other innovations.

1.2 ORGANISATION PROFILE

In the present day context, manpower is no longer cheap as even an unskilled worker costs around Rs.40, 000 per annum. For that Human Resource Planning tries to foresee the demand of manpower. So it is very necessary to understand the recruiting exact manpower. So once the organization prepared the future activities head of the department submits the details for the recruitment to the personnel department detailing the vacancy/position description, etc.

Here recruitment means the process of reaching potential applicants for actual or anticipated organizational vacancies. It refers to the process of bringing together prospective employees and employer with a view to stimulate and encourage the former to apply for a job in the latter.

In our growing economy human resources functions are becoming increasingly complex and resource-intensive. For an outsourcing solution to help a company cut costs and manage human resources, a partner is required who understands how to add value to the company.

So now days consultancies assist with all stages of the sourcing and hiring process in a way that is efficient, effective, aligned with business goals and legally defensible to deliver a competitive edge. So researcher did the project in Manpower Services India Pvt. Ltd.,

In the booming of outsourcing private employment agencies/consultants to know the stress level of people in the organizations, which is in total demand of providing manpower researcher done this project, 'To study the stress in organizational roles among employees of Manpower Services India Pvt. Ltd.,

Now a day's stress is a word often spelt among the corporate people. In present day context next to the IT sector people the most stressed people are the HR service providers. In the present Indian scenario the recruitment sector faces a tough competition. Manpower Services is one of the leaders among the HR service providers. The researcher wanted to know the organizational role stress level among the ambassadors of the Manpower Services India.,

Problems commonly encountered in role performance often give rise to stress, depending on the coping skills and resources of the role occupant. This research explains the concept, framework, types and measurement of role stress. It brings out that each role stressor is the result of specific problems faced by the role occupant and the identification of prominent role stressor s has important implication for the individuals and the organization.

By knowing the role stress level of their employees, organization can do activities to reduce the stress. By that organization can increase the performance of their employees. In order to assist the organization researcher took the title of "A study the stress in organizational roles among employees of Manpower Solutions Pvt Ltd., Coimbatore and Chennai.

Human resource management (HRM) can be defined as according to E.B.flippo "the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resource to the end those individual, organizational and societal objectives are accomplished".

Recruitment Definitions:

According to Edwin B.Flippo defined as "the process of searching for prospective employees and stimulating them to apply for job in the organization".

According to Byars and Rue, "Recruitment involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. The basic purpose is to develop a group of potentially qualified people."

According to K.Aswathapa, "Recruitment refers to those sets of activities an organization uses to attract job candidates possessing appropriate characteristics to help the organization."

Factors Affecting Recruitment:

There are two factors which affect the Recruitment they are internal and external factor. The internal factors which include the company's pay package including salary, fringe benefits and incentives, and quality of work life. The external factor which include the supply of and demand for human resources, employment opportunities political, legal requirement and government policies etc.

Internal factors:

- ✓ Company pay package.
- ✓ Quality of work life.
- ✓ Organizational culture.
- ✓ Career planning and growth.
- ✓ Company size.
- ✓ Role of trade union.

External factors:

- ✓ Political
- ✓ Legal and governmental factors.
- ✓ Employment rate.
- ✓ Information system like employment exchanges / Tele-recruitment like internet.

Sources of recruitment:

Generally, the learners of human resources management may feel that sources and techniques of recruitment are one and the same. The sources of recruitment are broadly divided into internal and external sources.

Internal sources:

✓ Present permanent employees

✓ Present temporary employees

✓ Retired or retrenched employees.

External sources:

✓ Private employment Agencies/ consultants,

✓ Educational & Training Institutes.

✓ Public employment exchange.

✓ Professional Associations.

✓ Data Banks

✓ Casual Applicants.

✓ Similar Organizations

✓ Trade unions.

Modern sources of recruitment:

A number of modern recruitment sources and techniques are being used by the corporate sector in addition to traditional sources and techniques. These sources and techniques e include walk in, consulting, head hunting, body shopping, business alliances, and tele recruitment.

1.3 ABOUT THE COMPANY:

Manpower Services India Pvt. Ltd.,

Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. Celebrating its 60th anniversary in 2008, the $21 billion company offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide network of 4,500 offices in 80 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management.

Established: 1948 in Milwaukee, Wisconsin, United States

Established in the International Marketplace

In 1956, Manpower established business in Canada. The first European offices opened in 1956 in the United Kingdom. Manpower France was established in 1957.

Total Revenues

US$21 billion worldwide in 2007

Geographic Mix

Although its headquarters is based in the United States, Manpower Inc. derives 67% of its total revenues from Europe. The company's largest markets are France (34% of total revenues), United States (12% of total revenues), and Italy (7% of total revenues)

Fortune U.S. and Global Rank

Manpower is currently ranked 131 in the Fortune 500 list of America's largest

Fortune's Most Admired Companies

In 2007, Manpower was named as one of Fortune's Most Admired companies in the staffing industry for the fifth year in a row by a group of 10,000 executives, directors and securities analysts.

Forbes Global 2000 Rank

Manpower was named a Global High Performer and moved up 107 spots to 907th on the 2007 Forbes Global 2000 ranking of the largest public companies in the world. There were 130 companies named as Global High Performers in the 2007 ranking, which are defined as fast-growing, nimble and well-managed companies that help set the benchmarks for their respective industries.

Number of Clients

400,000worldwide.

Number of Offices

4,500 worldwide in 80 countries and territories

Number of Staff Employees

33,000 worldwide in 2007

Number of Associates

5 million placed in permanent, temporary and contract positions in 2007.

Number of People Trained

9 million people have received training and development services through Manpower, Manpower Professional.

Thought Leadership

Maintaining our **thought leadership** means continuously anticipating future dynamics of the market and contributing to the design of social and employment systems on a global basis.

Organization and Culture

Evolving our **organization and culture** requires attracting and retaining high quality people for the long term.

It also requires creating an environment that promotes entrepreneurship, rewards high performance and motivates us to reach our full potential.

ORGANIZATION CHART

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                              ┌──────────────┐
                              │  Managing    │
                              │  Director    │
                              └──────────────┘
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Director - Finance	Director – Operations	Joint Director - Staffing	Head-New Market Development

Head – Marketing	GM- Mfg. Infrastructure, & Healthcare	GM- IT

Head – HR	GM- Telecom	GM- RFS

Head- Organizational Learning	GM- Consumer	GM- ITeS

Head-Center of Excellence	Head – Energy	Head – Key Accounts
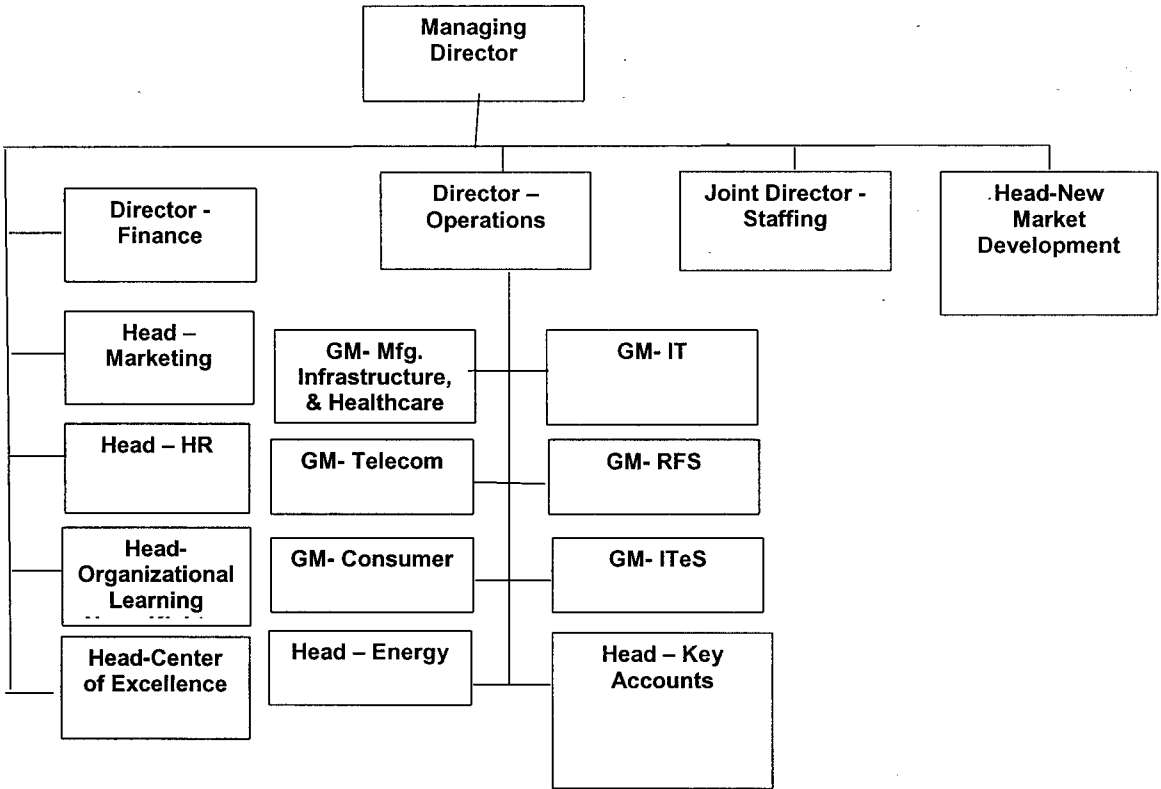
Values:

People

We care about people and the role of work in their lives. We respect people as individuals, trusting them, supporting them, enabling them to achieve their aims in work and in life.

We help people develop their careers through planning, work, coaching and training.

We recognize everyone's contribution to our success – our staff, our clients and our candidates. We encourage and reward achievement.

Innovation

We lead in the world of work. We dare to innovate, to pioneer and to evolve. We never accept the status quo. We constantly challenge the norm to find new and better ways of doing things.

We thrive on our entrepreneurial spirit and speed of response; taking risks, knowing that we will not always succeed, but never exposing our clients to risk.

Knowledge:

We share our knowledge, our expertise and our resources, so that everyone understands what is important now and what's happening next in the world of work – and knows how best to respond.

We actively listen and act upon this information to improve our relationships, solutions and services.

Based on our understanding of the world of work, we actively pursue the development and adoption of the best practices worldwide.

Executive Management

Jeffrey A. Joerres	-	Chairman, CEO & President
Mike Van Handel	-	Executive Vice President & CFO
Emma van Rooyen	-	Executive Vice President, President – EMEA
Darryl Green	-	Executive Vice President, President - Asia Pacific
Françoise Gri	-	Executive Vice President, President – France
Jonas Prising	-	Executive Vice President, President - U.S. & Canadian Operations
Owen Sullivan	-	Executive Vice President, CEO of Right Management and Jefferson Wells
David Arkless	-	Senior Vice President, Global Corporate Affairs
Rick Davidson	-	Senior Vice President, Global Chief Information Officer
Ken C. Hunt	-	Senior Vice President, Chief Legal Officer
Tammy Johns	-	Senior Vice President, Workforce Strategy
Mara Swan	-	Senior Vice President, Global Human Resources
Emma van Rooyen	-	Vice President - Global Marketing

BRANDS:

The Manpower brand has been at the forefront of the employment services industry for decades. In the past, our reputation was built on the timely provision of skilled workers who were meticulously matched to customer requirements. Today, we do that and much, much more. Due to our unparalleled expertise, quality and service offering, we can help clients solve problems or take advantage of new opportunities in the world of work. Questions? The Manpower group of companies can help find the answers.

Manpower Professional

Manpower Professional, a division of Manpower Inc., offers comprehensive, expert recruitment services backed by award winning training, assessment and selection and outsourcing. Our extensive resources, world-class client list, and reputation attract a diverse group of talented candidates, with every level of education, skills and experience ranging from permanent direct hire to one-day contracts. Manpower Professional helps find and retain top people in IT, e-commerce, accounting, finance, engineering, clinical and lab sciences, and other business professions.

ELAN

Elan Group Ltd., a fully-owned subsidiary of Manpower Inc. since 2000, is the world's leading IT and technical recruitment specialists. In addition to IT and technical recruitment, Elan provides complex Managed Service Solutions to clients, which enable them to recruit personnel efficiently and achieve ongoing cost savings. Elan operates 49 offices in 15 countries across Europe and Asia Pacific. For further information visit Elan's web site at www.elanit.com

JeffersonWells

Founded in the USA in 1995, Jefferson Wells is an independent global provider of professional services in the areas of risk, controls, compliance and financial process improvement. The firm specializes in internal audit, technology risk management, tax, and accounting and finance. Today Jefferson Wells employs over 2,000 professionals in more than 45 offices in the USA, Canada, the UK and Milan. For more information, select www.jeffersonwells.com.

Right Management

Right Management, the world's largest career transition and organizational consulting firm, was acquired by Manpower in 2004. It offers its services to corporations of all sizes through a global network of more than 300 service locations in 35 countries and via the Internet. For further information visit Right's Web site at www.right.com.

Services

Manpower helps companies anticipate and benefit from changes happening now and next in the contemporary world of work.

Our global network of over 4,500 offices in 80 countries and territories allows us to meet the needs of our clients in all industry segments, whether they are global, multi-national or local companies. By offering a complete range of services, we can help any company - no matter where they are in their business evolution - raise productivity through improved strategy, quality, efficiency and cost reduction across their total workforce.

Manpower Inc.'s five major brands - Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management - provide a comprehensive range of services for the entire employment and business cycle.

Permanent, Temporary and Contract Recruitment

Manpower has the insight, resources and access to a global network of talent to provide your company with the people you need - just when you need them.

The quality of a candidate is not defined by his qualifications alone, but also by his ability to succeed within the particular organization for which he is hired to work. Manpower has always been the hallmark of quality recruitment because of our consistent focus on finding the right candidate to match the employer's environment and culture, as well as the job itself.

The goal is to find a place for each candidate where they can find not just a job, but a place to belong and grow. We find the best people for all types of jobs and industries at both the staff and professional levels.

Employee Assessment & Selection

We provide a wide array of assessments to validate candidate skills and ensure a good fit between the client and the employee, which leads to higher employee retention rates.

The recruitment process has become increasingly time consuming as employers are inundated with job applicants who come to them through online job boards and recruitment agencies. Whether the entire recruitment process is outsourced to Manpower, or just a single element, it enables the Human Resources department to focus on other, more strategic priorities, knowing that they can rely on us to find the right people - when and where they are needed.

Manpower finds the best people to help you increase flexibility and maximize performance; individuals, teams full-time and part-time, permanent or temporary staff. Quickly and when you need them fitting in your organization's structure and culture. We can provide short or long-term support giving you the flexibility of staffing up or down as the business demands.

Training

We offer a wide choice of training and development solutions that help our employees, associates and clients' workforces to improve their skills and gain qualifications that will help them to succeed in the ever-changing world of work.

Growing your talent pool in an environment of increasing mobility requires a change in traditional mindsets around retention, loyalty and investment in career development. Manpower can help build loyalty within a mobile workforce, offering ready access to training and a new approach to measuring and managing talent at all levels.

As the skills required in today's working world change faster then ever before, people need quick and easy access to training, when and where they need it. Manpower's Direct Training programs include an online training center, which allows students to login for training 24 hours a day via the Internet. The site offers thousands of courses available in a variety of languages. It's an easy way for employees at all levels to update their skills, and it's free for all Manpower employees. We currently train 250,000 people around the world for many Fortune 500 Outplacement.

We are the world's largest outplacement firm, helping our clients better manage the human side of change by providing a positive way for employees who no longer fit the organization to transition out, obtain additional skills and find new employment elsewhere.

Manpower offers a complete range of career transition services, helping to strategically plan, practically implement and successfully conclude the job-change and career transition processes.

Our change and agility experts at Right Management work with clients and individuals to help them move beyond the traditional HR and change management processes, helping organizations benefit from the changes taking place in their industry and workplace.

Outsourcing

We are one of the largest providers of recruitment process outsourcing in the employment services industry, enabling our clients to outsource the entire recruitment process for permanent and contingent staff to us, so they can focus on other areas of human resources.

Managers across all business functions - from IT to finance to engineering and beyond - look to Manpower to find and manage the people they need to complete their projects and provide the services required of their departments

Our outsourced teams blend seamlessly with our clients' organizations, making it easy for them to move auditing projects to Jefferson Wells or field engineering responsibilities to Manpower when there are not enough hours in the day to do it all internally.

Consulting

We offer a wide range of consulting expertise including: human resources consulting, research and diagnostics, benchmarking, talent architecture, outplacement and organizational consulting.

We are a leading global provider of integrated consulting solutions across the employment lifecycle. Through our Right Management subsidiary, we help clients maximize the return on their human capital investment while assisting individuals to achieve their full potential.

We help our clients:

- Attract and assess top talent;

- Develop and grow leaders; and

- Engage and align people with strategy.

Global Learning Center

Positively impact your career through knowledge. Manpower's Direct Training Global Learning Center (GLC) provides over 3,600 online courses that are accessible 24/7. Covering a wide range of subjects in many languages, the GLC features the latest information for a variety of fields, written by experts, and is constantly updated. And, it is free for all Manpower employees.

This world-class learning environment allows courses to be completed at an individual pace, while at work or at home. From learning the latest technology in the IT field, to brushing up on business management courses, the GLC has something for everyone.

Work Abroad

As an international employer, we are frequently contacted by individuals who would like to work outside of their country of origin. If you are legally authorized to work in another country, please go to our Job Search page and select the destination country in order to learn about Manpower's current job opportunities and how to apply for them. Be sure to note your legal status on your application so that our representatives will be immediately aware that you are authorized to work in that country.

If you are not legally authorized to work in another country, or you are uncertain of your legal status, we recommend that you first check with the destination country's consulate or embassy in your area in order to learn about their work permit requirements.

Manpower does not sponsor job applicants for work visas. We do, however, encourage candidates with high level IT and technical skills to apply online with the Manpower operation in their destination country, as these specialized skills are in high demand in many countries, and jobs requiring these skills are the most likely to result in an opportunity with one of our customers.

We also offer opportunities for residents of European Union (EU) countries to gain experience working in contact centers through our cross-border recruitment service, X-Border Connections. These opportunities are available only for EU residents and nationals of Norway, Liechtenstein and Iceland, who are all entitled to live and work in EU countries without a VISA. For more information.

1.4. Review of Literature

Hsu, I-Chieh[1] has conducted a study on "Employee Motivation Personnel Management Incentives in Industry Organizational Behavior". Employee motivation in knowledge sharing is an important but neglected issue. It is especially important in Taiwan where cultural values predispose employees to hoard knowledge. This study uses case study methodology to explore organizational practices, which enhance employee motivation to share knowledge. They include (a) continuous company-wide learning initiatives, (b) performance management systems which motivate employee knowledge sharing, and (c) information disclosure to create a sharing climate. These practices were highly involved and strongly supported by CEOs determined to motivate employees to learn and to share. Although these practices fit characteristics of learning organizations described in the literature, CEOs exhibited behavioral modes not reported in the past. This has implications for cultural differences.

Souer, Jurriaan, Honders, Paul, Versendaal, Johan & Brinkkemper, Sjaak[2] have conducted a study on Organizations increasingly utilize Performance Management Systems to improve development, flexibility and cost effectiveness for Human Resource in an organisation. However, organizations lack the organizational processes and structure to effectively maintain performance management system.

Dobson, Phillip, Myles, John, Jackson, Paul[3] have undertaken this article seeks to address the dearth of practical examples of research in the area by proposing that critical realism be adopted as the underlying research philosophy for performance management *systems* evaluation. We address some of the implications of adopting such an approach by discussing the evaluation and implementation of a number of automated *performance* measurement *systems* (APMS). Such *systems* are a recent evolution within the context of enterprise information *systems*. They collect operational data from integrated *systems* to generate values for key *performance* indicators, which are delivered directly to senior *management*. The creation and delivery of these data are fully automated, precluding manual intervention by middle or line *management*. Whilst these *systems* appear to be a logical progression in the exploitation of the available rich, real-time data, the statistics for APMS projects are disappointing. An understanding of the reasons is elusive and little researched. We describe how critical realism can provide a useful "underlabourer "for such research, by "clearing the ground a little ... removing some of the rubbish that lies in the way of knowledge" (Locke, 1894, p. 14). The implications of such an underlaboring role are investigated. Whilst the research is still underway, the article indicates how a critical realist foundation is assisting the research process.

Gunnlaugsdottir, Johanna (2001)[4] has conducted a research on both the public and private organizations are more and more making information and records only available to their employees, customers and constituents on such a format. Performance Management Systems are, therefore, increasingly being implemented to manage many organizations. The purpose of this research paper was to examine the effectiveness of performance management in an organizations... mangers are often responsible for capturing records of others and sometimes carry the total burden as for incoming facsimile messages. 7

Hawthorne, Pat[5]   The human resources (HR) function within organizations has expanded beyond administrative and operational roles to include more strategic responsibilities. This change is requiring HR practitioners to take on new types of responsibilities in the area of organizational development--responsibilities that include redesigning jobs and work, developing performance management systems, managing change, and designing and restructuring organizations. Four strategies for integrating human resources management (HRM) and organizational development (OD)--job analysis, work redesign, team-building, and change management--are presented in this article along with recommendations on how to integrate HRM and OD to enhance the performance and capacity of the organization and its workforce.

Ziyon (1986)[6] Performance group is based in suburban philadelphia and was founded with the sole purpose of helping the clients to improve the employee performance through better performance measurement. counsels employees on their improvement; determines training needs; determines promotability; identifies those who should be transferred.

Warier (1981) found that an organization to maintain an inventory of the number and quality of all managers and to identify and meet their training needs and aspirations.To determine increments rewards, and provide a reliable index for promotions and transfers to positions of greater responsibility

Mark A. Huselid, There is broad agreement that a strategic approach to human resource management (HRM) involves designing and implementing a set of internally consistent policies and practices that ensure a firm's human capital (employees' collective knowledge, skills, and abilities) contributes to the achievement of its business objectives (Baird & Meshoulam, 1988; Jackson & Schuler, 1995; Schuler & Jackson, 1987).

Susan e. Jackson, Randall S. Schuler, Fundamental to the strategic HRM perspective is an assumption that firm performance is influenced by the set of HRM practices firms have in place. Recent empirical evidence supports this basic assumption (Arthur, 1994; Cutcher-Gershenfeld, 1991; Huselid, 1995; Huselid & Becker, 1996; MacDuffie, 1995).

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[1] International Journal of Information Management; Aug2006, Vol. 26 Issue 4, p326-338, 13p.

[2] Journal of Digital Information Management; Aug2008, Vol. 6 Issue 4, p324-331, 8p

[3] Information Resources Management Journal; Apr-Jun2007, Vol. 20 Issue 2, p138-152, 15p, 5 diagrams

[4] International Journal of Information Management; Aug2008, Vol. 28 Issue 4, p293-304, 12p

[5] Library Trends; Summer2004, Vol. 53 Issue 1, p172-186, 15p, 1 chart.

[6] Griffeth R. W., Hom P. W. & Gaertner S. (2000), 'A Meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research Implications for the next millennium', Journal of Management, vol. 26(3), pp.463-488.

CHAPTER 2
MAIN THEME OF THE PROJECT

CHAPTER - 2

MAIN THEME OF THE STUDY

2.1OBJECTIVES OF THE STUDY

Primary objective:

- To study the performance Management System followed by Manpower Services India.

Secondary objectives:

- To know the factors influencing the employee performance.

- To find out the satisfaction level of the employee towards the appraisers team.

- To study the inter-personal relationship with their superiors.

2.2 RESEARCH METHODOLOGY

STATEMENT OF THE PROBLEM

- To analyze the effectiveness of performance Management System and the inter personal relationship and give suggestion to the management for improving their performance.

RESEARCH DESIGN

A research design is an arrangement of collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy. Descriptive research design was adopted to study the effectiveness of training for employees.

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

SAMPLE SIZE:

The total sample size is 100; out of which 18 are RA, 32 are AC, 30 are Consultant, 16 are Sr. Consultant and 4 are Managers.

METHOD OF DATA COLLECTION:

The types of data collected for the research study were mainly done through two sources viz,   Primary data and Secondary data

PRIMARY DATA

Questionnaire and Schedule methods were used to collect the primary data from the workers, supervisors and managers of the organization.

SECONDARY DATA

Secondary data was collected from company website:

TOOLS FOR ANALYSIS

Percentage Analysis

The number of responses of each category is summarized to percentage format for the convenience to use other statistical tools namely pie chart and bar diagrams

It is calculated as follows.

No. of percentage = No. of respondents / Total respondents

2.3 SCOPE AND LIMITATIONS OF THE STUDY

2.3.1 SCOPE

The present study on the effectiveness of performance Management System to the employees of PEL helps the organization to know the satisfaction level of employees towards their performance in the organization. It also shows the various factors that influencing performance level of the employees. It shows how much the employees and organizations were benefited as a result of performance management in their target.

2.3.2 LIMITATIONS

- Due to time constraints the sample size had to be confined to 100.

- The respondents have replied to the queries recalling from their memory. Therefore recall bias and personal bias are possible.

- Since most of the data was collected using questionnaires, the response might not be sincere and correct completely.

- The respondents were unable or unwilling to give a complete and accurate response to certain questions.

- Minor fractions of the employees were hesitant to reveal the actual facts and feelings.

2.4 ANALYSIS & INTERPRETATIONS

TABLE 2.4.1

AGE GROUP OF RESPONDENTS

AGE GROUP	NO. OF RESPONDENTS							
	TEAM MEMBER	%	TEAM LEADER	%	PROJECT LEADER	%	MANAGER	%
BELOW 25	12	12	1	1	0	0	0	0
25-35	35	35	7	7	3	3	1	1
36-45	17	17	2	2	5	5	11	11
ABOVE 45	2	2	0	0	1	1	3	3
TOTAL	66	66	10	10	9	9	15	15

INFERENCE:

Most of the respondents (TM & TL) belong to the age of between 25-35. 12% belong to below 25 and 17% belong to 36-45 age group.

3% and 5% of the respondents (PL) belong to 25-35 and 36-45 age group respectively. None of the respondents were below 25 years of age.

11% of the respondents (Manager) belong to the age group of between 36-45. None of the respondents were below 25 years of age

CHART 2.4.1
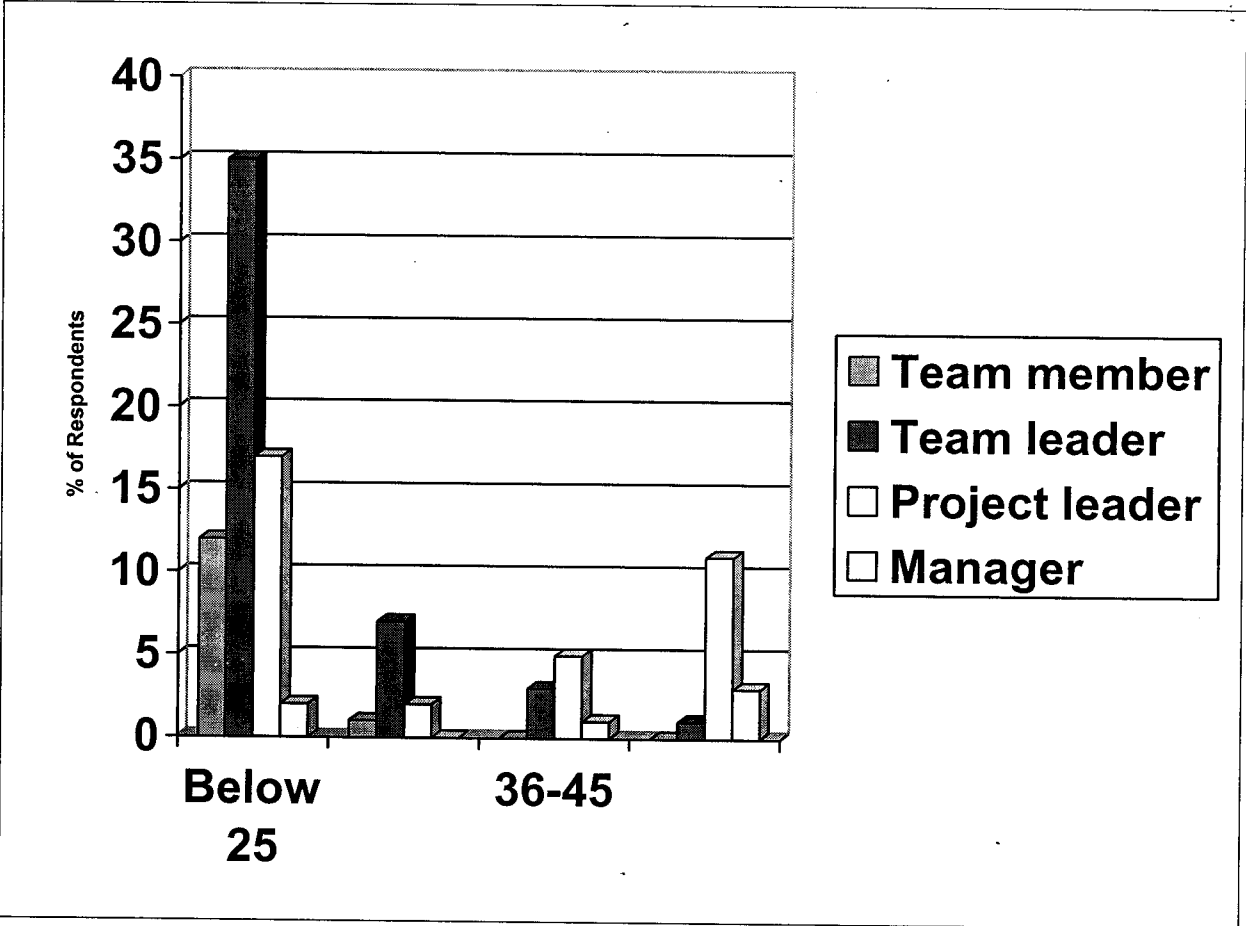
AGE GROUP OF THE RESPONDENTS

Legend:
- Team member
- Team leader
- Project leader
- Manager

Y-axis: % of Respondents (0, 5, 10, 15, 20, 25, 30, 35, 40)

X-axis: Below 25, 36-45

TABLE 2.4.2

GENDER OF THE RESPONDENTS

GENDER	NO OF RESPONDENTS	PERCENTAGE
MALE	80	80
FEMALE	20	20
Total	100	100

INFERENCE

It is inferred that 80% of the respondent belongs to male gender, 20% of the respondent belongs to female gender.

TABLE 2.4.3

CATEGORY OF RESPONDENTS

CATEGORY	NO OF RESPONDENTS	PERCENTAGE
TEAM MEMBER	66	66
TEAM LEADER	10	10
PROJECT LEADER	9	9
MANAGER	15	15
TOTAL	**100**	**100**

INFERENCE

From the above table, It is inferred that 66% of the respondents are Team members, 10% were Team leader, 9% were Project leader, 15% were Manager.
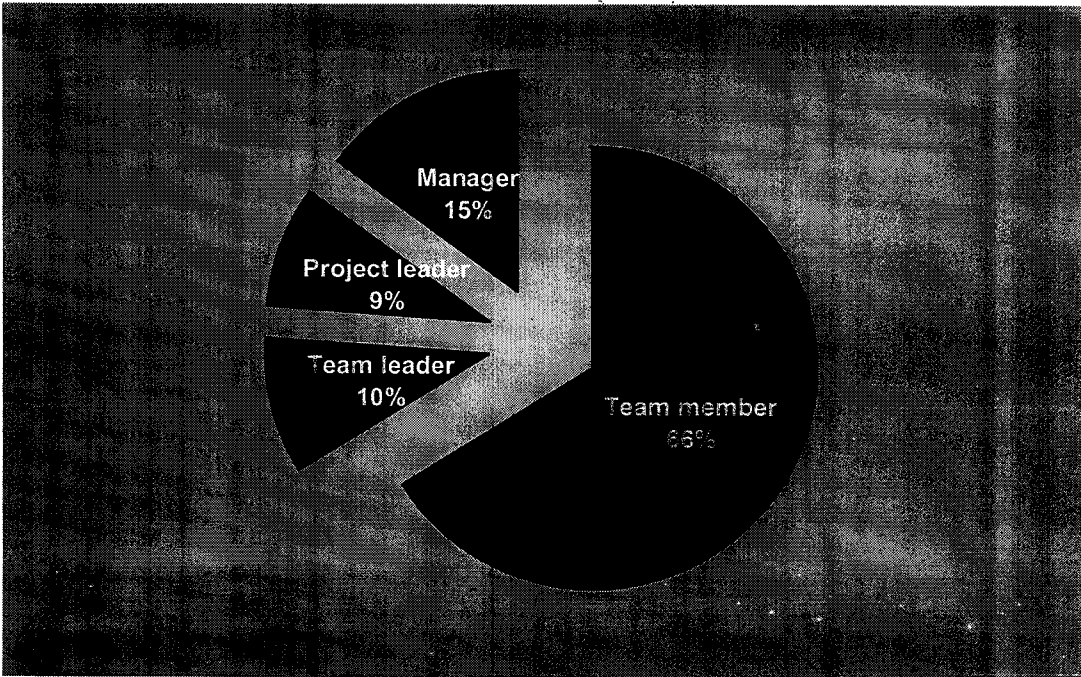
CHART 2.4.3

CATEGORY OF THE RESPONDENTS

Pie chart showing category of respondents: Manager 15%, Project leader 9%, Team leader 10%, Team member 66%.

TABLE 2.4.4

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

EDUCATIONAL QUALIFICATION	NO OF RESPONDENTS	PERCENTAGE
SSLC	5	5
HSC	0	0
ITI	20	20
DIPLOMA	35	35
GRADUATE	40	40
TOTAL	**100**	**100**

INFERENCE

The table shows that most of the respondents were Graduates (40%). 35% were Diploma holders, 20% were ITI holders, 5% were SSLC holders.
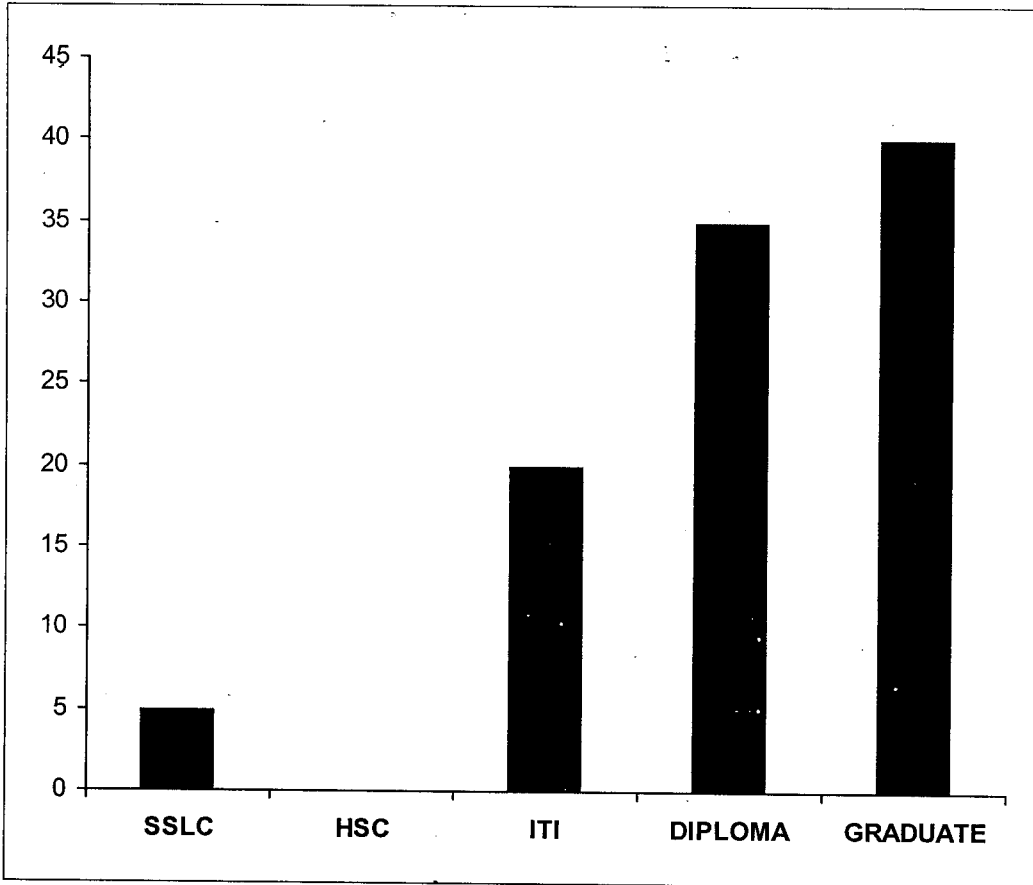
CHART 2.4.4

EDUCATIONAL QUALIFICATION

TABLE 2.4.5

MARITAL STATUS OF THE RESPONDENTS

MARITAL STATUS	NO OF RESPONDENTS	PERCENTAGE
SINGLE	28	28
MARRIED	72	72
Total	100	100

INFERENCE:

From the above table it is clearly known that 72% of the respondents are married, 28% are unmarried.
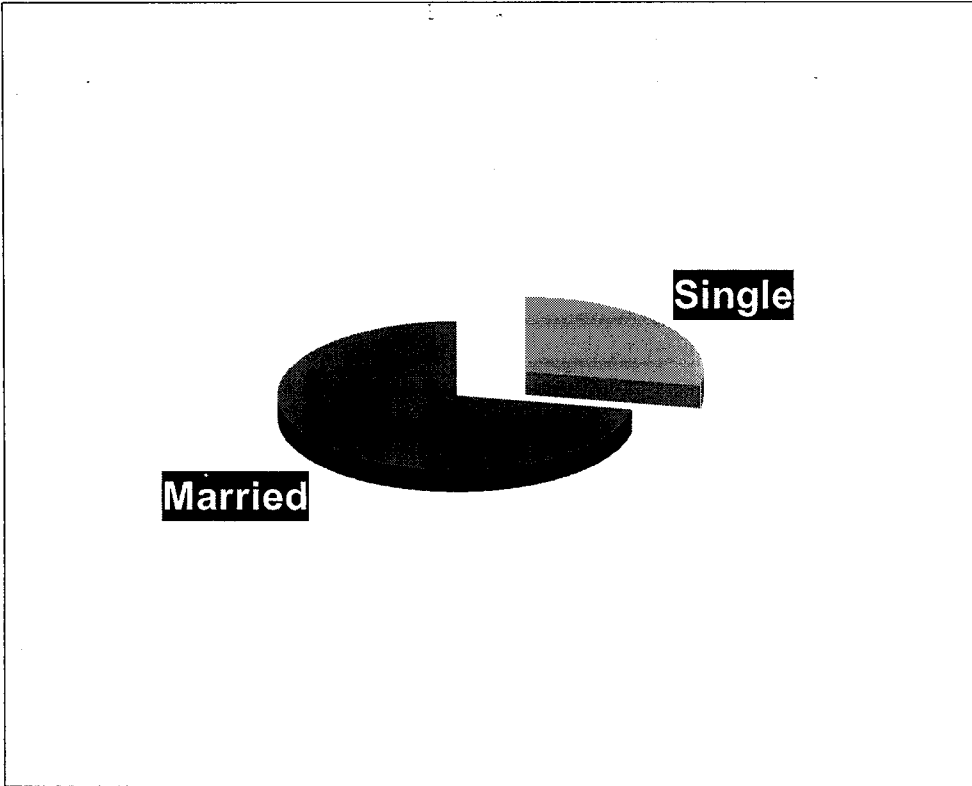
CHART 2.4.5

MARITAL STATUS

TABLE 2.4.6

NUMBER OF DEPENDENTS FOR THE RESPONDENTS

NO OF DEPENDENTS	NO OF RESPONDENTS	PERCENTAGE
2	5	5
3	15	15
4	58	58
5	10	10
ABOVE 5	12	12
TOTAL	100	100

INFERENCE

From the above table, it is clear that most of the employees belong to four in the family size at 58%.

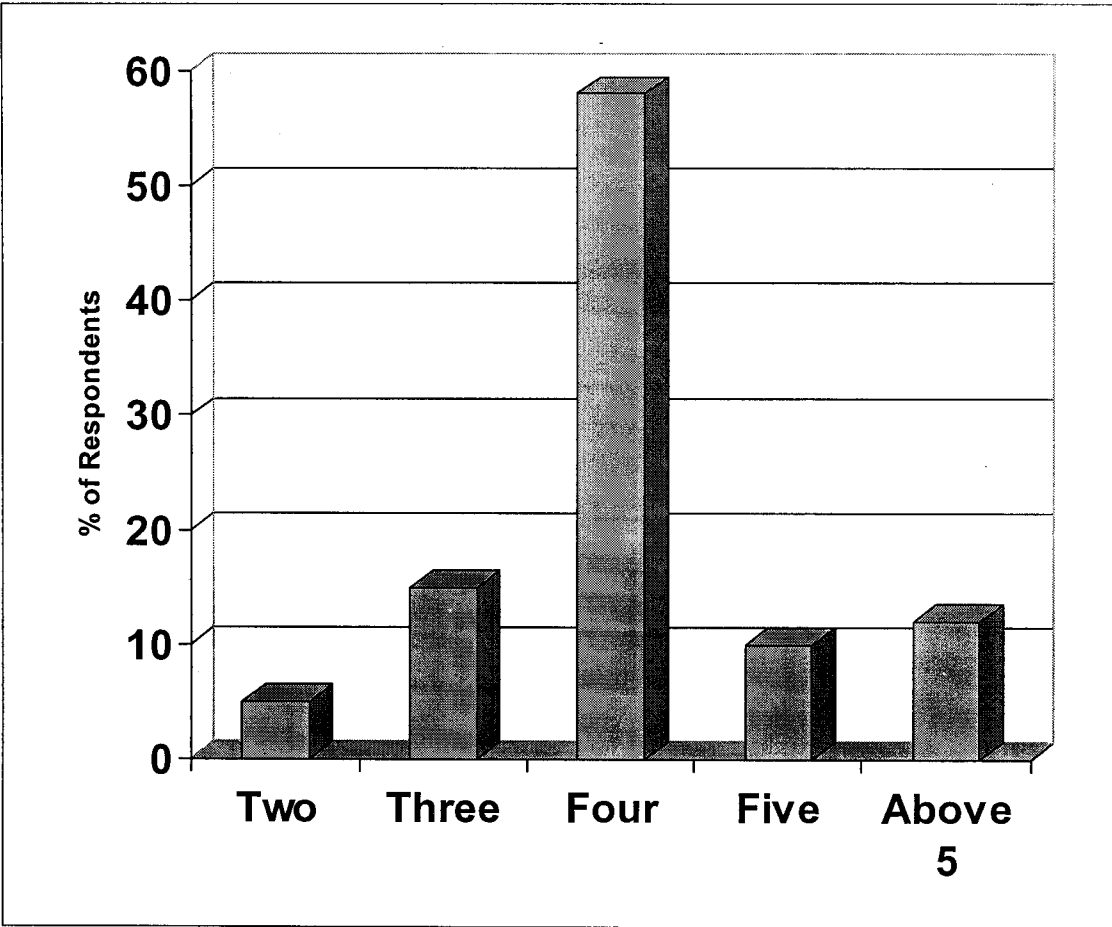# CHART 2.4.6

NUMBER OF DEPENDENTS

TABLE 2.4.7

WORK EXPERIENCE IN MANPOWER

WORK EXPERIENCE IN MANPOWER	NO OF RESPONDENTS	PERCENTAGE
BELOW 1 YEAR	4	4
1-5 YEARS	44	44
6-10 YEARS	16	16
ABOVE 10 YEARS	36	36
Total	100	100

INFERENCE

From the above table, it shows that most of the respondents are having 1-5 years experience at the rate of 44% and minimum percentage of employees at 4% are having below 1 year experience.

CHART 2.4.7
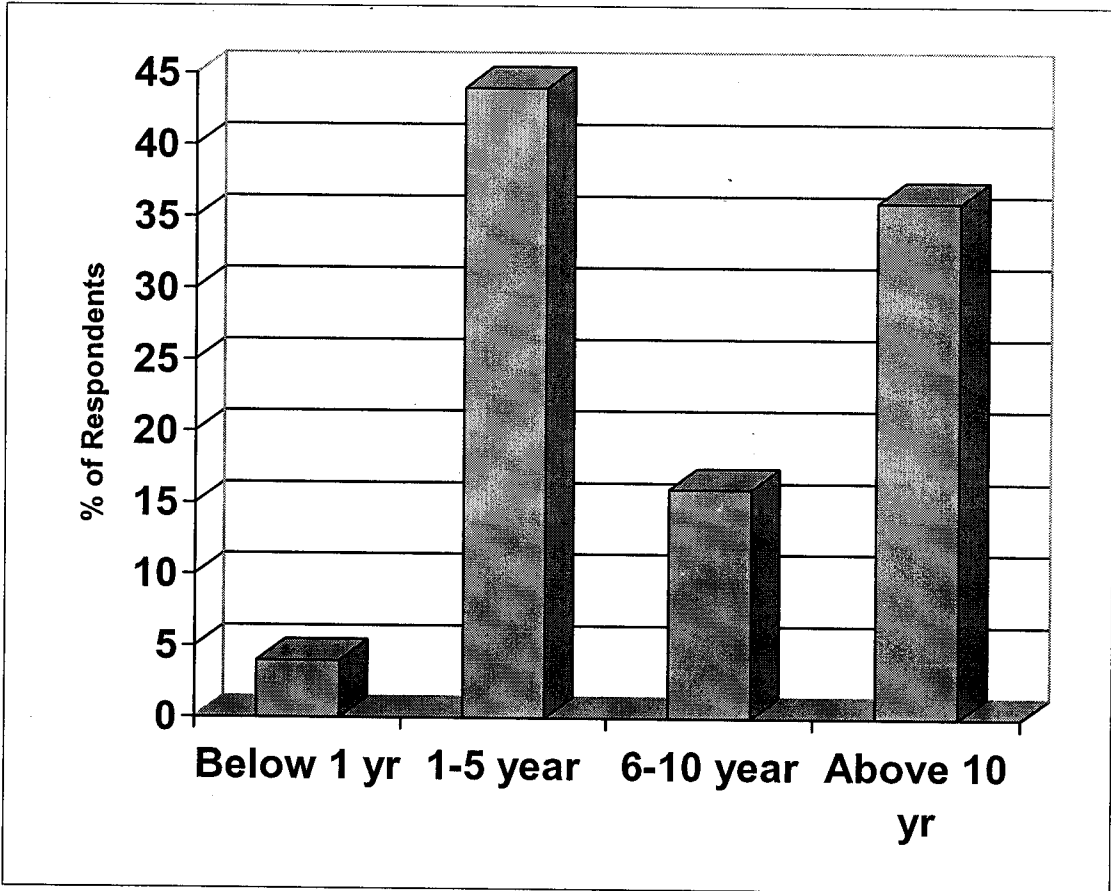
WORK EXPERIENCE IN MANPOWER

TABLE 2.4.8

MONTHLY INCOME OF THE RESPONDENTS

INCOME(Rs)	NO OF RESPONDENTS	PERCENTAGE
Below 5000	1	1
5000-10000	8	8
10000-15000	32	32
above 15000	59	59
Total	100	100

INFERENCE

From the above chart it is very clear that 59% of the respondents are earning above 15000/month and 32% of the respondents earning between 10000-15000/month.
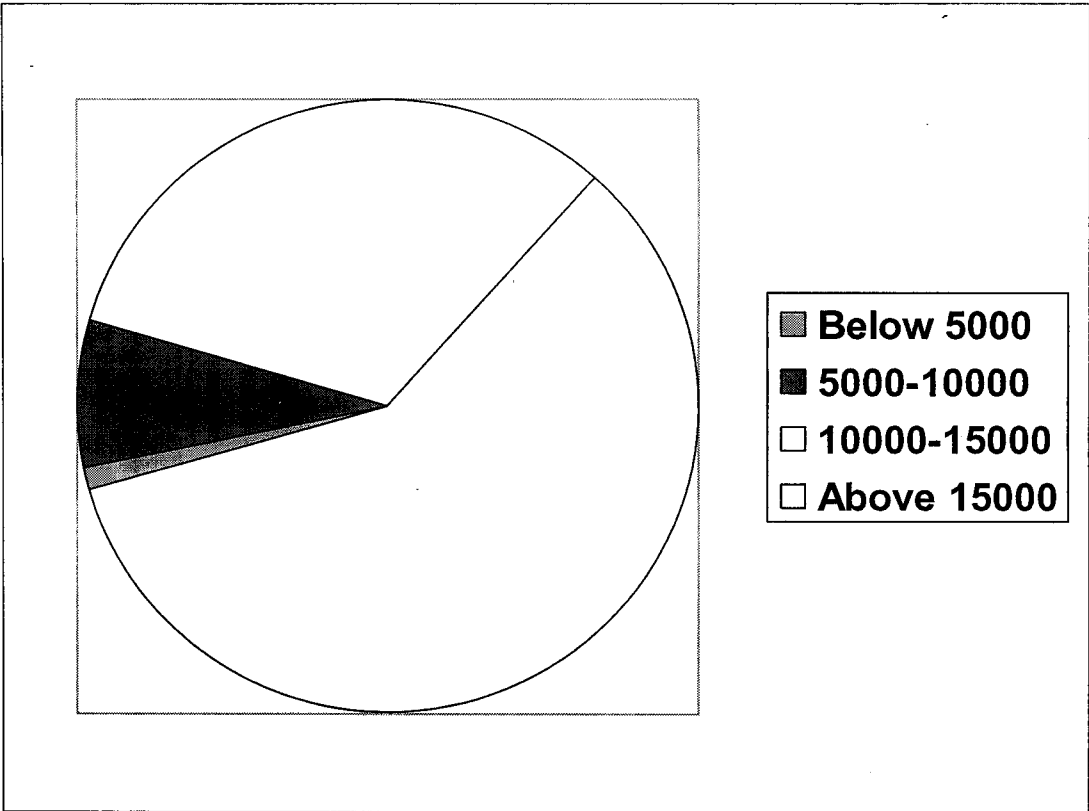
CHART 2.4.8

MONTHLY INCOME

▦	Below 5000
■	5000-10000
□	10000-15000
□	Above 15000

TABLE 2.4.9

UNDERSTANDING OF INDIVIDUAL AND ORGANISATION GOAL

Understanding Of Goals	No of Respondents	Percentage
Strongly agree	18	18
Agree	62	62
Neutral	1	1
Disagree	17	17
Strongly disagree	2	2
Total	**100**	**100**

INFERENCE

From the above table 62% of the respondents agree that they understand their individual work goals and PREMIER goals.

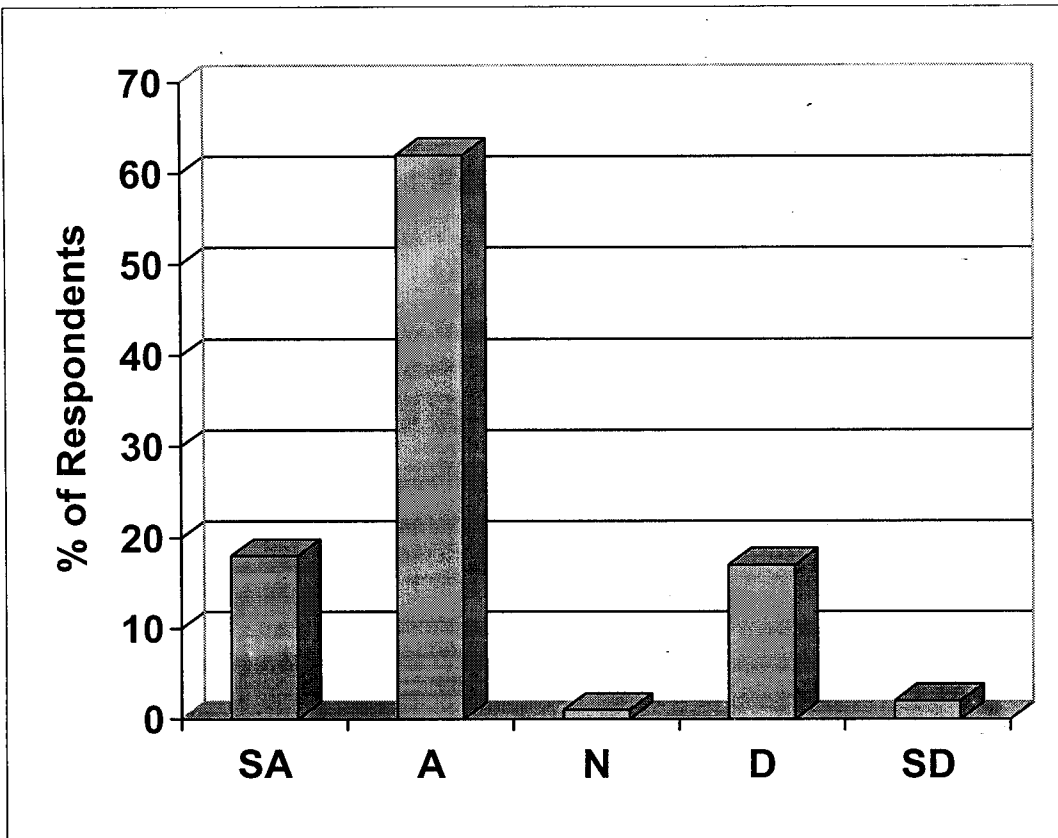**CHART 2.4.9**

UNDERSTANDING OF INDIVIDUAL AND ORGANISATION GOAL

TABLE 2.4.10

OPPORTUNITES FOR ENHANCING RESPONSIBILIES

GREATER RESPONSIBILITIES	No of Respondents	Percentage
Strongly agree	23	23
Agree	60	60
Neutral	2	2
Disagree	13	13
Strongly disagree	2	2
Total	**100**	**100**

INFERENCE:

From the table it is inferred that 60% of the respondents were agree upon the existence of sufficient opportunities on greater responsibilities

CHART 2.4.10

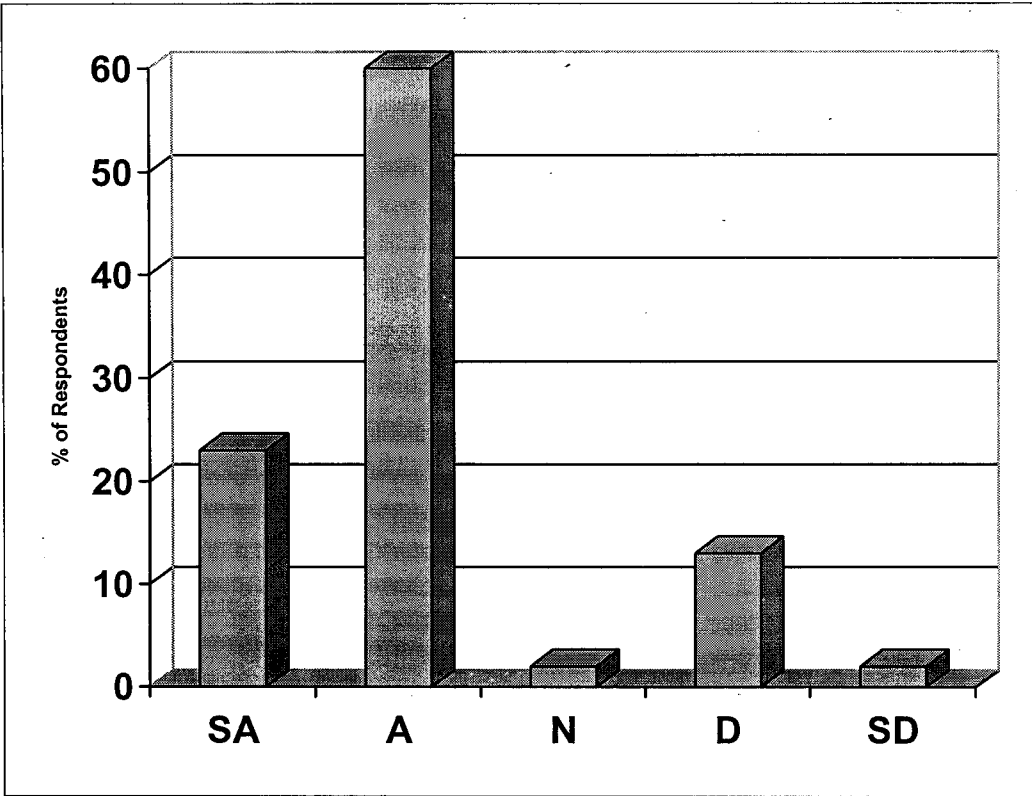## OPPORTUNITES FOR ENHANCING RESPONSIBILIES

TABLE 2.4.11

MANAGEMENT SYSTEM IS FAIR

MANAGEMENT SYSTEM IS FAIR	No of Respondents	Percentage
Strongly agree	10	10
Agree	56	56
Neutral	1	1
Disagree	28	28
Strongly disagree	5	5
Total	100	100

INFERENCE

From the above table 56% of the respondents agree that the Management System is fair. 28% disagreed on it.

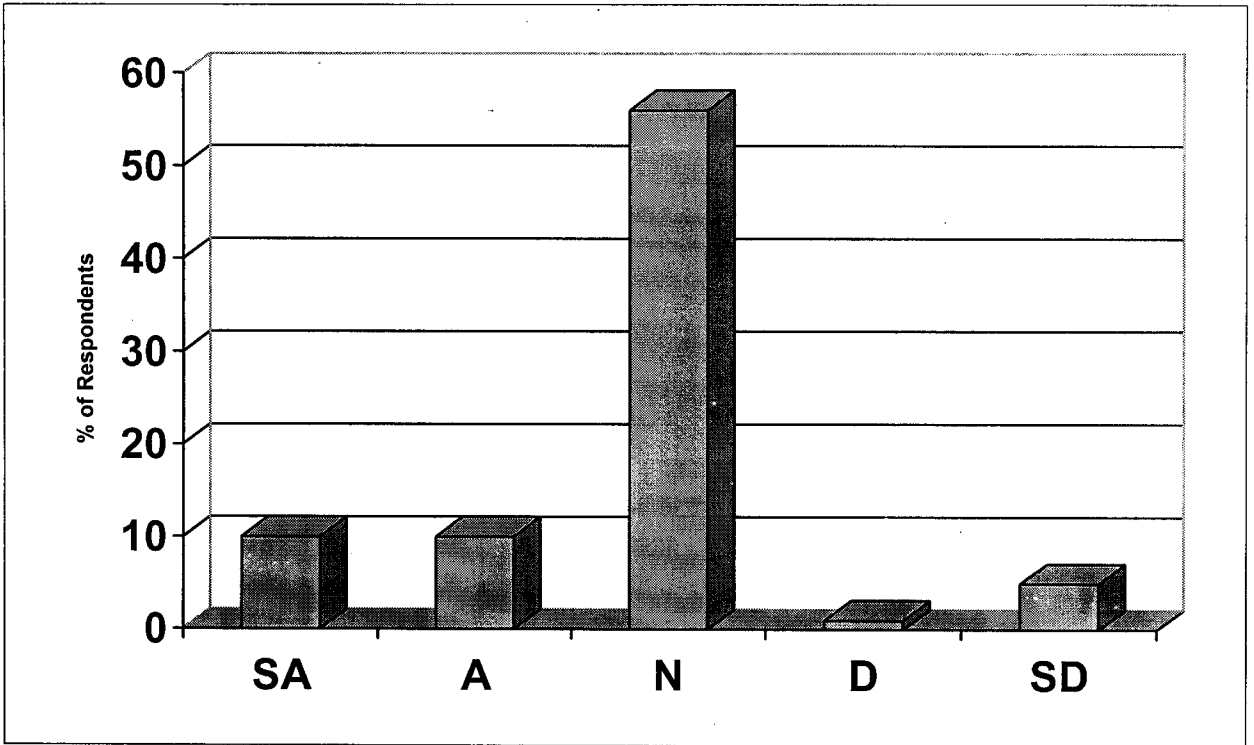# CHART 2.4.11

MANAGEMENT SYSTEM IS FAIR

TABLE 2.4.12

IMPACT OF MANAGEMENT SYSTEM ON PERFORMANCE

MANAGEMENT SYSTEM ON PERFORMANCE	No of Respondents	Percentage
Strongly agree	4	4
Agree	45	45
Neutral	5	5
Disagree	34	34
Strongly disagree	12	12
Total	**100**	**100**

INFERENCE

From the above table 45% agreed that Management System has been helping them to improve their performance level.34% disagreed on it.

CHART 2.4.12

IMPACT OF MANAGEMENT SYSTEM ON PERFORMANCE
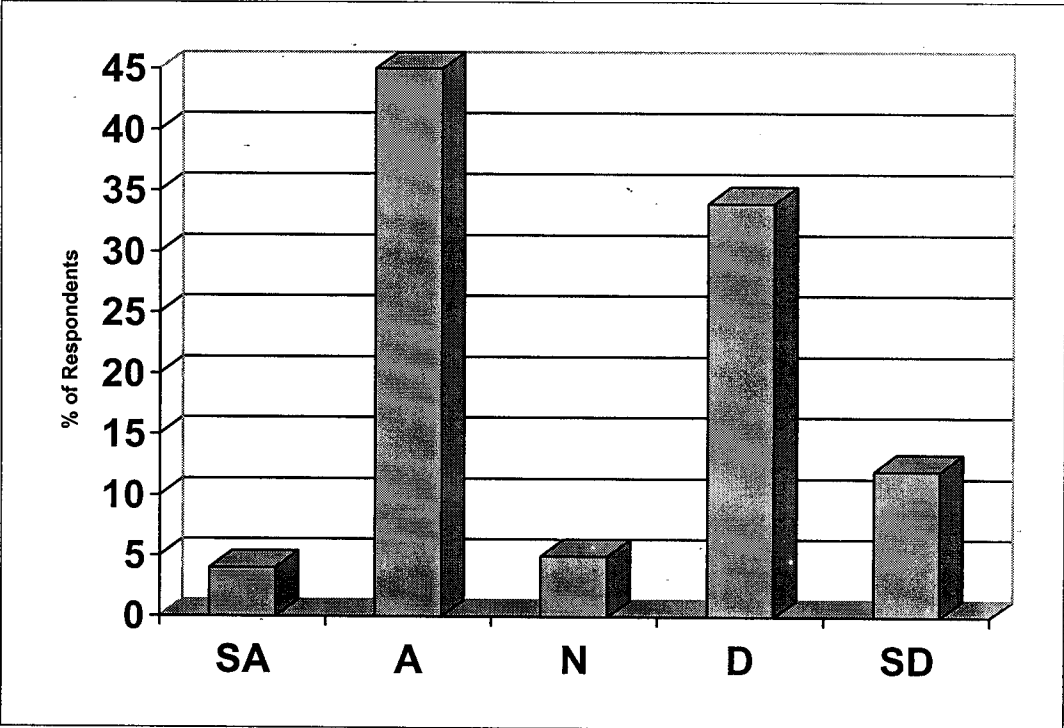
TABLE 2.4.13

PROMOTION POLICY

PROMOTION	No of Respondents	Percentage
Strongly agree	4	4
Agree	39	39
Neutral	10	10
Disagree	35	35
Strongly disagree	12	12
Total	**100**	**100**

INFERENCE

39% of the respondents agreed that employees are promoted here is fair. 35% disagreed on it.

CHART 2.4.13

PROMOTION POLICY
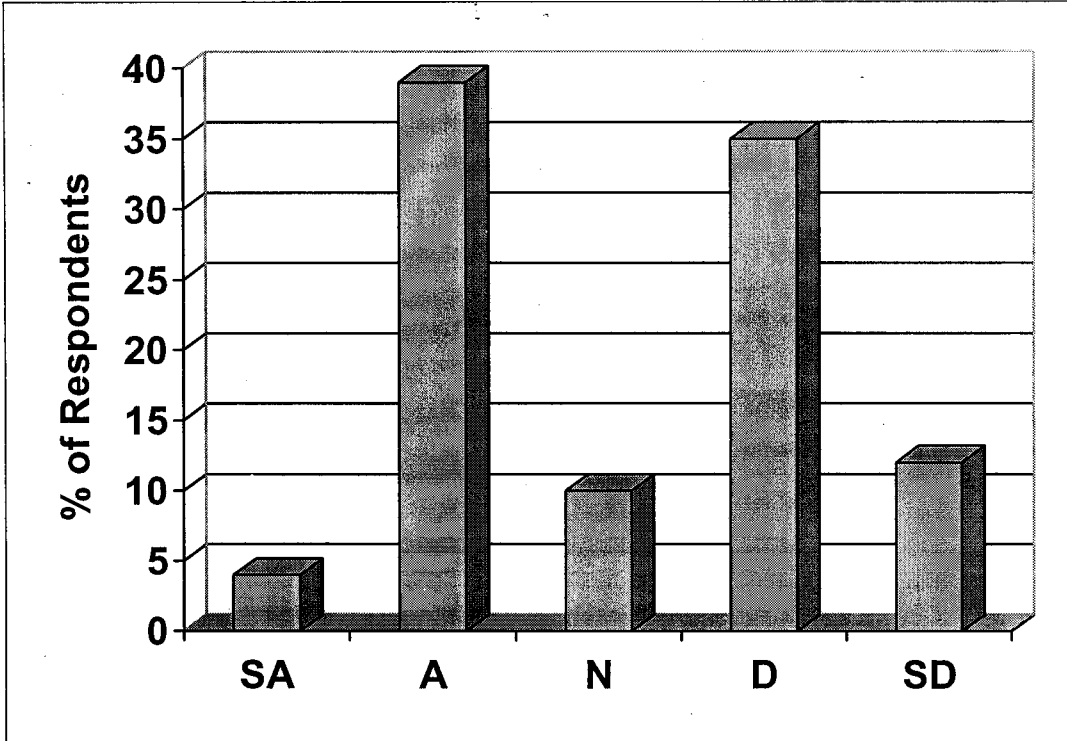
TABLE 2.4.14

SKILLS & ABILITIES

SKILLS & ABILITIES	No of Respondents	Percentage
Strongly agree	10	10
Agree	56	56
Neutral	0	0
Disagree	27	27
Strongly disagree	7	7
Total	**100**	**100**

INFERENCE

56% of the employees agreed that their work makes full use of their skills and abilities.

CHART 2.4.14

SKILLS & ABILITIES
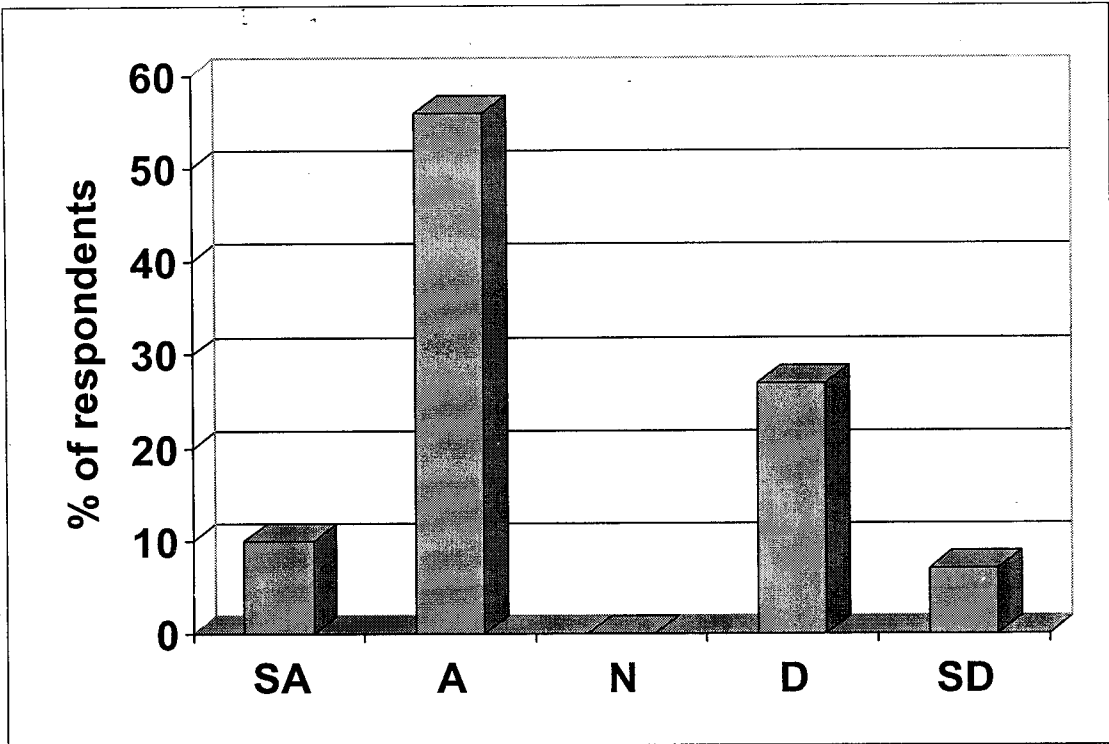
TABLE 2.4.15

WORKDONE WITHOUT BUREACRACY

NO BUREACRACY	No of Respondents	Percentage
Strongly agree	5	5
Agree	52	52
Neutral	4	4
Disagree	30	30
Strongly disagree	9	9
Total	**100**	**100**

INFERENCE

52% of the respondent agrees that they are not facing too much red tape or bureaucracy and 30% disagreed on it.

CHART 2.4.15

WORKDONE WITHOUT BUREACRACY
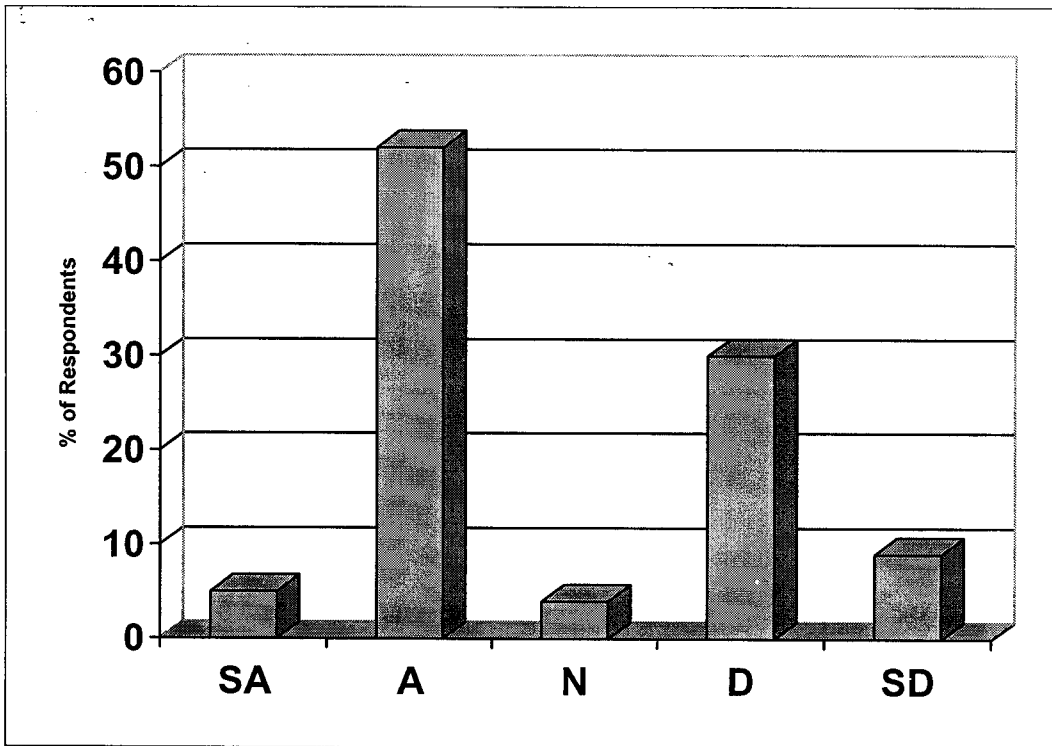
TABLE 2.4.16

RECOGNITION BY TOP MANAGEMENT

RECOGNITION	No of Respondents	Percentage
Strongly agree	6	6
Agree	50	50
Neutral	9	9
Disagree	28	28
Strongly disagree	7	7
Total	**100**	**100**

INFERENCE

50% of the respondents agreed that their contribution to success been recognized by the Top/senior management and 28% disagreed on it.

CHART 2.4.16

RECOGNITION BY TOP MANAGEMENT
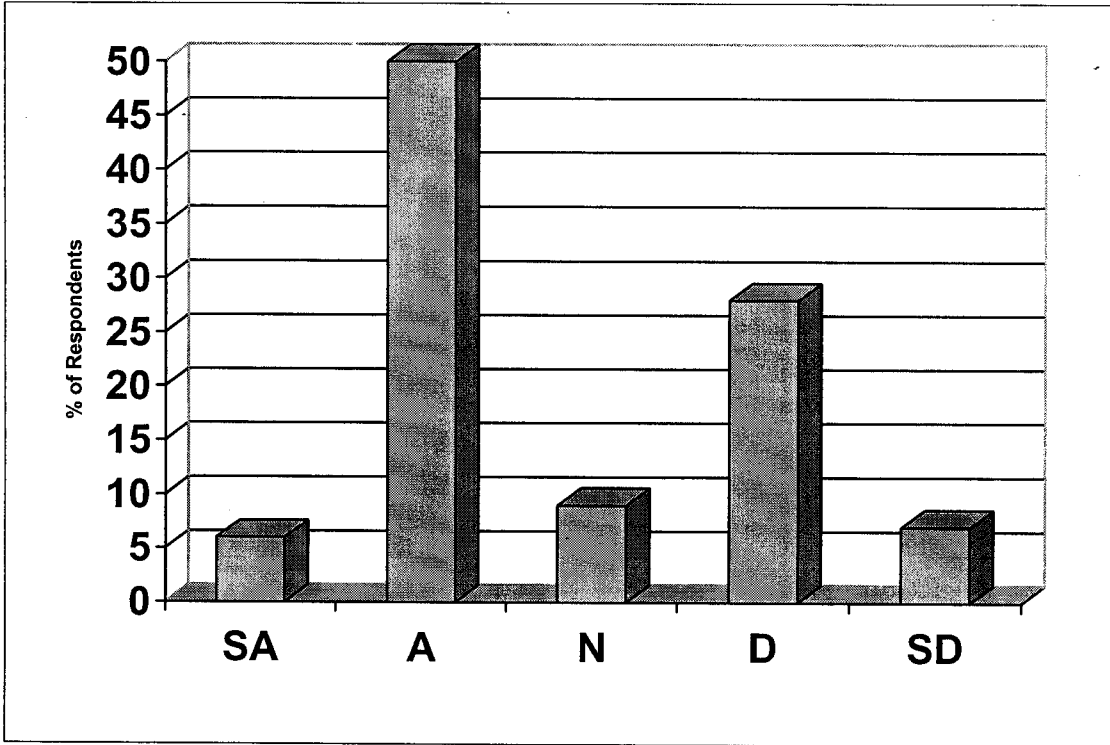
TABLE 2.4.17

TOTAL COMPENSATION

TOTAL COMPENSATION	No of Respondents	Percentage
Strongly agree	2	2
Agree	44	44
Neutral	5	5
Disagree	36	36
Strongly disagree	13	13
Total	**100**	**100**

INFERENCE

44% of the respondents agreed that their total compensation is appropriate and 36% are not agreed on total compensation

CHART 2.4.17

TOTAL COMPENSATION
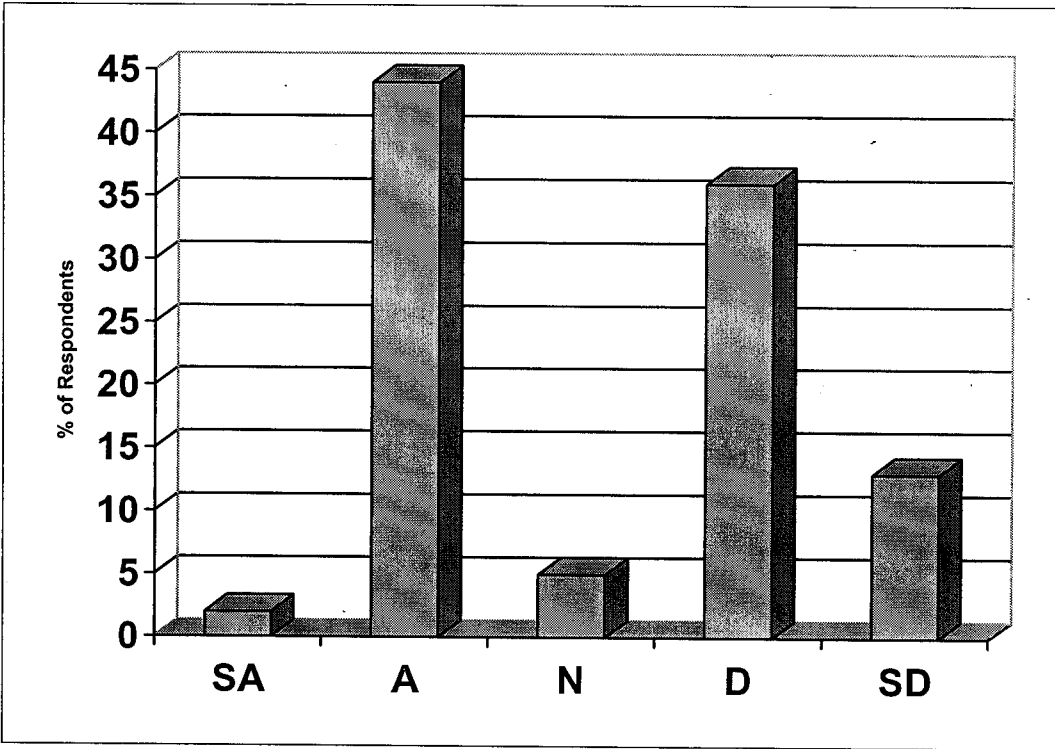
TABLE 2.4.18

EFFECTIVENESS OF PAY DECISIONS & CHANGES

PAY DECISIONS & CHANGES	No of Respondents	Percentage
Strongly agree	4	4
Agree	33	33
Neutral	10	10
Disagree	37	37
Strongly disagree	16	16
Total	100	100

INFERENCE

From the above table it has been inferred that 33% agreed on the process of making pay decisions and changes is effective and 37% disagreed on it.

CHART 2.4.18

EFFECTIVENESS OF PAY DECISIONS & CHANGES
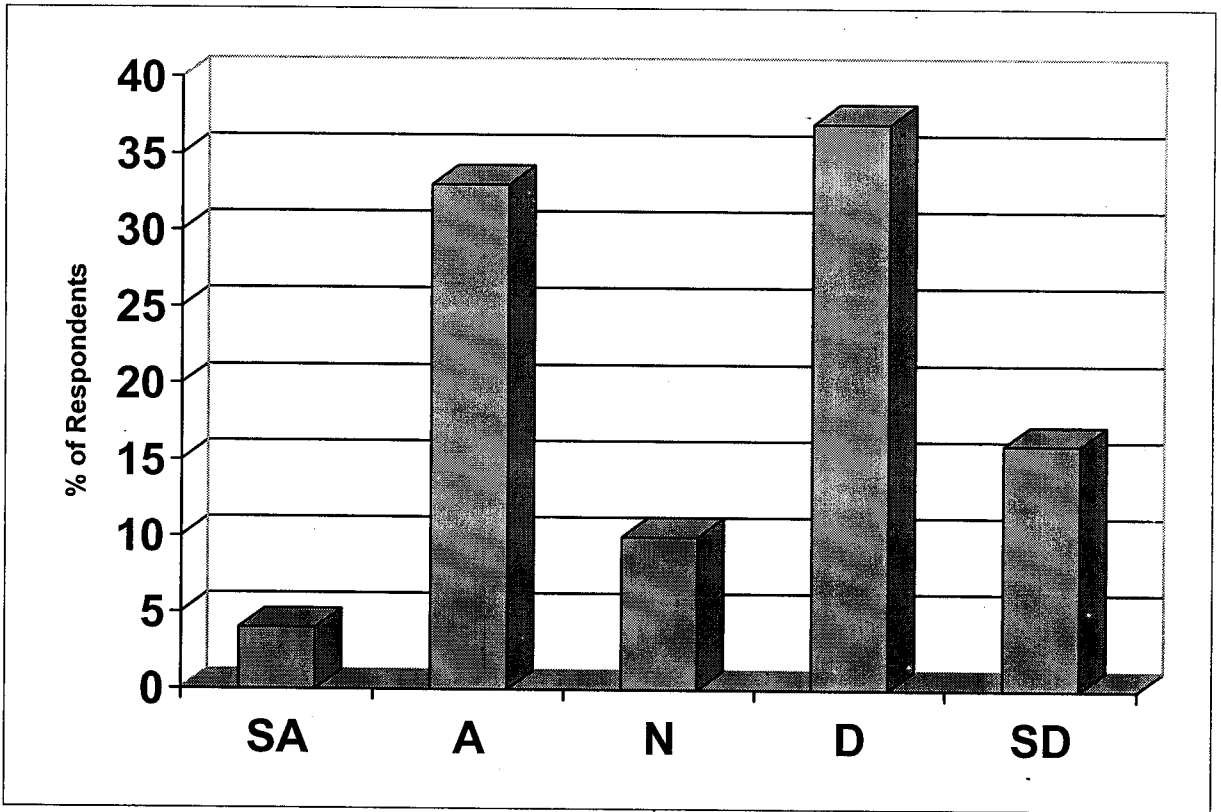
TABLE 2.4.19

RELATIONSHIP WITH PEERS/COLLEAGUES

FACTORS	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
PEERS/COLLEAGUES RESPECT	17	75	1	6	1
PEERS/COLLEAGUES COOPERATION	18	73	2	6	1

INFERENCE

From the above table it is inferred that 75% agreed on peers/colleagues due respect given to them and 73% of the respondents agreed on their peers/colleagues effective cooperation.

CHART 2.4.19

RELATIONSHIP WITH PEERS/COLLEAGUES
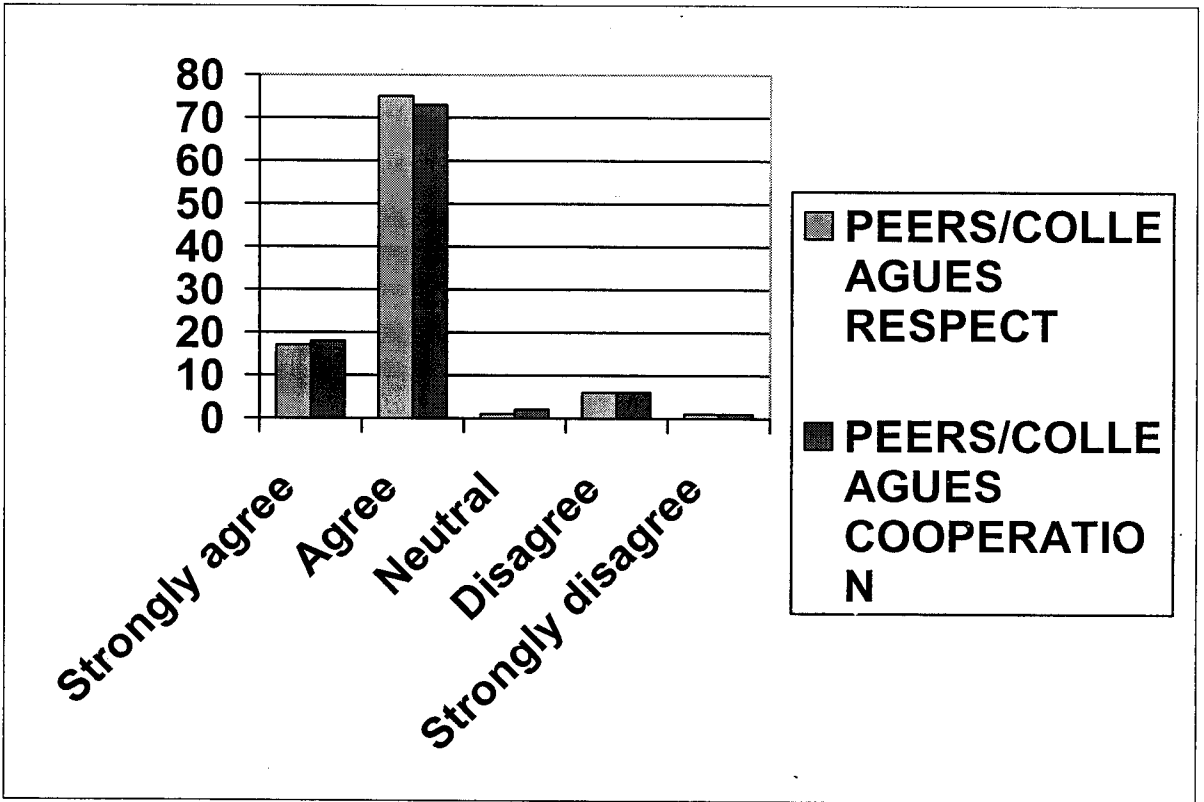
TABLE 2.4.20

RELATIONSHIP WITH SUPERIOR.

SUPERIORS	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Top/ Senior management	20	28	9	29	14
BU/SPG head	19	37	6	26	12
My immediate manager	14	50	5	22	9

INFERENCE

There was similar percentage of agree and disagree on relationship with the superiors. It is to be noted that the relation with their immediate manager has been rated good at 50%, which is highly appreciable.

CHART 2.4.20

RELATIONSHIP WITH SUPERIOR

Legend:
- Top/ Senior management
- BU/SPG head
- My immediate manager
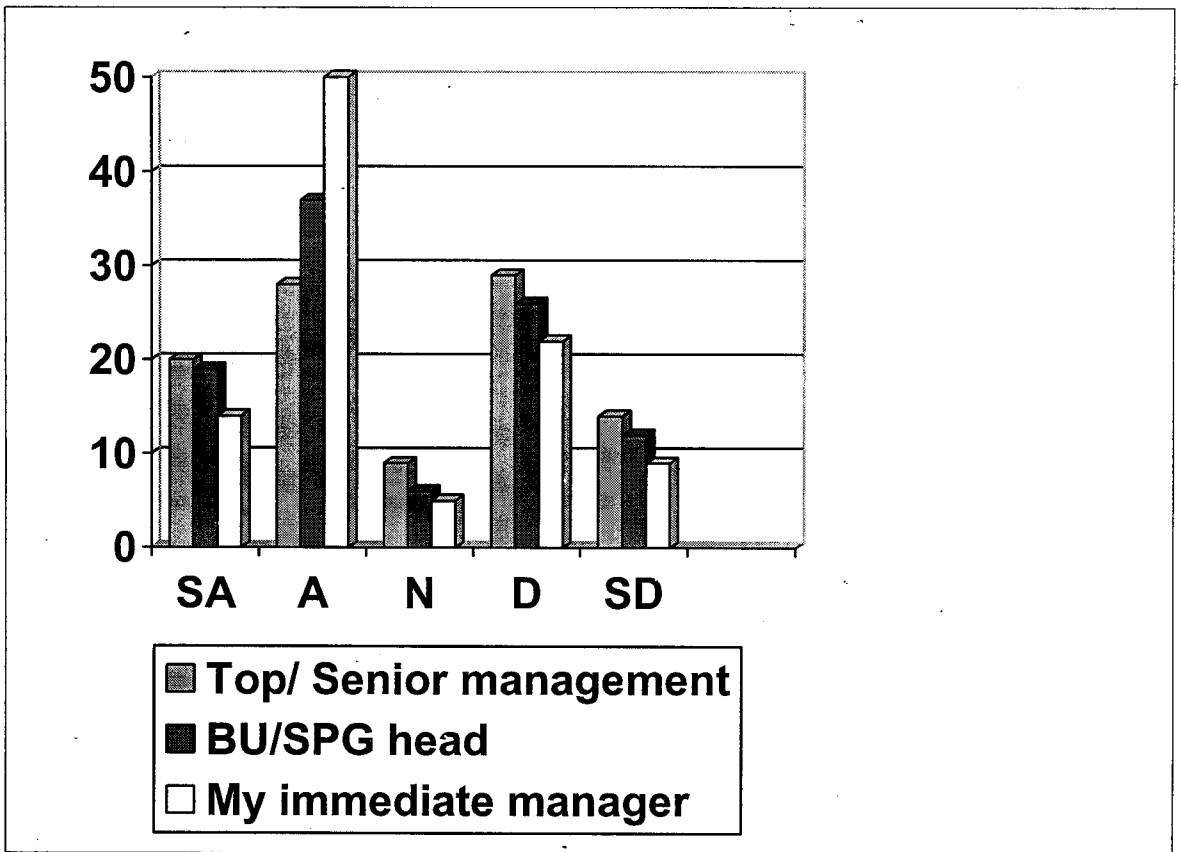
TABLE 2.4.22

BALANCE BETWEEN WORK & PERSONAL COMMITMENTS

BALANCE BETWEEN WORK AND PERSONAL COMMITMENT	No of Respondents	Percentage
Strongly agree	7	7
Agree	58	58
Neutral	2	2
Disagree	26	26
Strongly disagree	7	7
Total	**100**	**100**

INFERENCE

58% of the respondents agreed that they have healthy balance between their work and personal commitments.

CHART 2.4.22

BALANCE BETWEEN WORK & PERSONAL COMMITMENTS
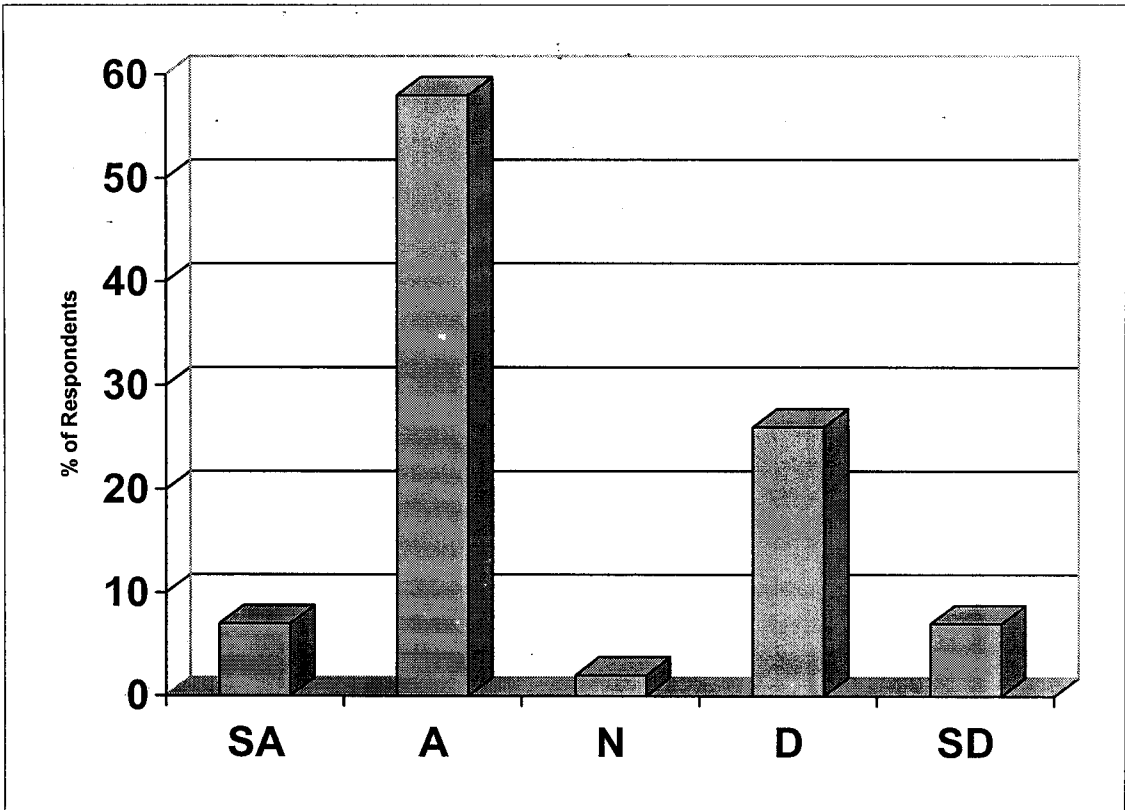
TABLE 2.4.23

WORK-RELATED STRESS

WORK RELATED STRESS	No of Respondents	Percentage
Strongly agree	4	4
Agree	48	48
Neutral	2	2
Disagree	38	38
Strongly disagree	8	8
Total	**100**	**100**

INFERENCE

From the above table it is clear that 48% of the respondents agreed that their work related stress is negligible and 38% of the respondents disagreed on it.

CHART 2.4.23

WORK-RELATED STRESS
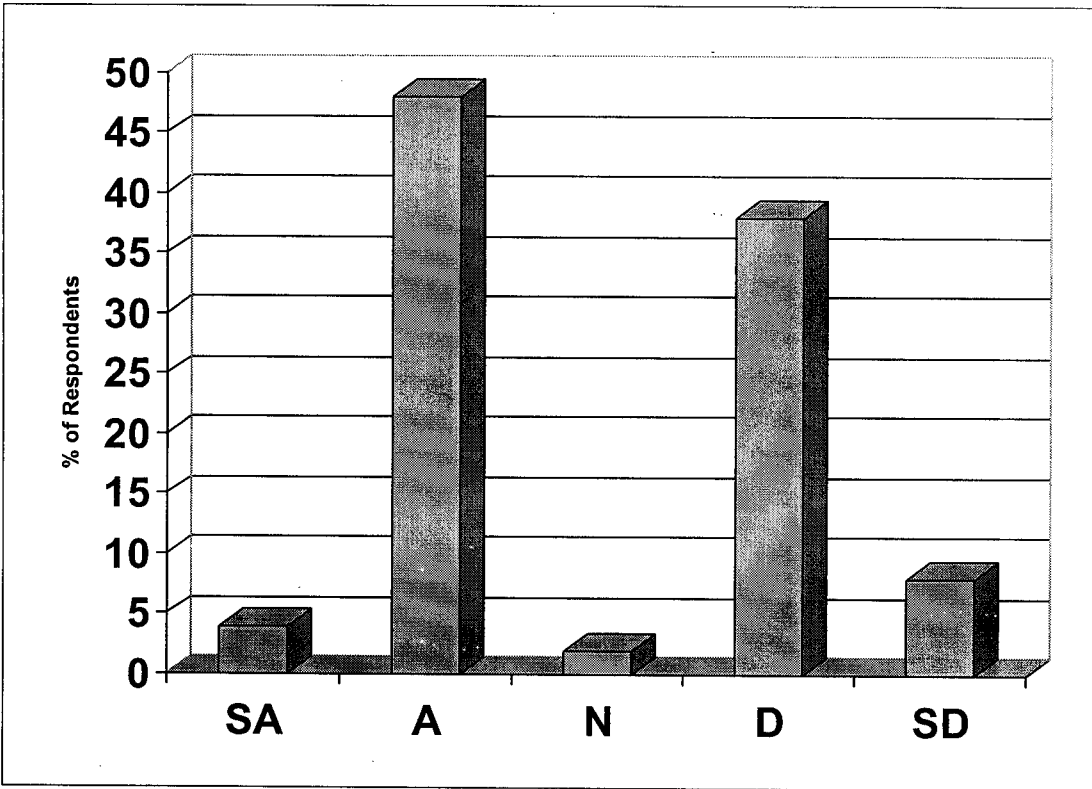
CHAPTER 3
RESULTS, DISCUSSIONS, CONCLUSION

3.1 RESULTS

After making the systematic analysis and interpretations the following findings are given by researcher.

1. In this study it is found that most of the respondents were having experience of between 1 to 5 years.

2. Mostly the respondents were in the age group of between 25 to 35 years.

3. The classifications of respondents were Team member 66.67%, Team leader 8.33%, and Project leader 9.16%, Manager 15.83%.

4. It should also be noted that most of the respondents were male at 80% and female were only 20%.

5. According to the study 59% of the respondents were receiving the salary above Rs.15000/month and 32% of the respondents were drawing between Rs.10000 and Rs.15000.

6. It is to be noted that most of the respondents were Graduates and Diploma Holders.

7. It is heartening to see that most of the employees have agreed that they clearly understand their individual and organization goals and feel there is a link between the both.

8. High Percentage of employees agree that there is more opportunity to take more responsibility in the organization.

9. Fraction more than half percentage employees are satisfied with the performance Management System.

10. Equal percentage of the agreed and disagreed respondents feels that Management Systems at Manpower India are used to help people improve their performance levels.

11. Equal percentage of the agreed and disagreed respondents feels that the promotion policy followed is fair.

12. It is noted that most of the employees feel that their work makes full use of skills and abilities.

13. Equal percentage of the respondents feels that they are recognized for their performance and the rest other way.

14. The respondents are having average opinion on the total compensation offered by the organization.

15. 75% of the respondents are satisfied with their peers/ colleagues' respect towards each other and 73% of the respondents are satisfied with their peers/ colleagues' cooperation.

16. Most of the respondents have good relationship with their immediate manager when compared to top management and BU/SPG head.

17. 58% of the respondents feel that they are able to maintain an appropriate and healthy balance between work and personal commitments.

18. From the study it is found that the respondents are having equal opinion on the stress related to their work.

DISCUSSION

From the above results, the researcher would like to suggest the following.

- The Management System has to be improved in all aspects in order to improve the perception of employees on Management System by conducting unbiased and informal Management System

- The researcher feels that the awareness of the promotion policy must be improved through effective communication.

- Since the equal percentage of respondents feel that they are not recognized it is advisable to make a note.

- It is also noted that the inter personal relation between the employees and the top officials has to improved.

- Management has to conduct several various stress free activities in order to reduce the stress level of the employees.

3.3 CONCLUSIONS

The researcher arrived at the following conclusion after conducting the study. In the study of effectiveness on Performance management system reveals many interesting area such as responsibilities, recognition, Management System, quality of work life etc.,

Majority of the employees agree that the management paves way to

- Opportunities for more responsibilities
- Work makes full utilization on their skills and abilities
- Strong link between individual and organization goals.
- Good inter-personal relationship among the employees.
- Healthy balance between work and personal commitments.

Majority of the employees feel the following can be improved:

- The Management System
- Communication on Promotion policy
- Recognition for the performance
- Reducing the stress level.

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BIBLIOGRAPHY

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- Stephen P. Robbins., Organisational Behaviour, New Delhi, Prentice Hall of India Pvt Ltd., Tenth Edition 2003.

WEBSITES:

- www.google.com
- www.manpower.com

ABBREVIATIONS:

1. RA – Research Associate
2. AC – Associate Consultant
3. Sr. Consultant – Senior Consultant

APPENDIX

A STUDY ON THE LEVEL OF EFFECTIVENESS OF PERFORMANCE MANAGEMENT – WITH SPECIAL REFERENCE TO MANPOWER INDIA PVT LTD, COIMBATORE

QUESTIONNAIRE

Name (optional)   :

Age   :

    a).Below 25   b).25-35   c).36-45   d).>45

Gender   :   Male / Female

Category of Employee   :

    a) RA   b) ACC   c) Consultant   d) Sr. Consultant e. Manager

Educational qualification   :   SSLC / HSC / ITI / Diploma / Graduate

Marital status   :

    a). Married   b). Unmarried

Family size   :

    a). 2   b). 3   c). 4   d). 5   e). Above 5

Work experience in MPI   :

    a). Below 1 year   b). 1-5 years   c). 6-10 years   d). Above 10 years

Monthly income   :

    a). Below 5000   b). 5000-10000   c). 10000-15000   d). Above 15000

1.   I have a good understanding of the goals and I see a strong link between my individual work goals and Premier goals

    a) Strongly agree   b) Agree   c) Neutral

    d) Disagree   e) Strongly disagree

2.   I feel there are sufficient opportunities for me to take on greater responsibilities

    a) Strongly agree   b) Agree   c) Neutral

3. I think our Management System is fair
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

4. Management Systems at Manpower India are used to help people improve
    their performance levels
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

5. I think the way employees are promoted here: is fair
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

6. My work makes full use of my skills and abilities
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

7. I am generally able to get my work done without facing too much red tape or
    bureaucracy
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

8. My contribution to the success of Premier is recognized by Top/Senior
    Management
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

9. Overall: I feel my total compensation is appropriate
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

10. I feel the process of making pay decisions and changes is effective in
    Manpower India
    a) Strongly agree   b) Agree   c) Neutral
    d) Disagree   e) Strongly disagree

11. PEERS/COLLEAGUES WITH RESPECT TO AN EMPLOYEE

FACTORS	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
PEERS/COLLEAGUES RESPECT					
PEERS/COLLEAGUES COOPERATION					

12. Relation with superior

SUPERIORS	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Top/ Senior management					
Branch head					
My immediate manager					

13. I am able to maintain an appropriate and healthy balance between work and personal commitments

a) Strongly agree   b) Agree   c) Neutral

d) Disagree   e) Strongly disagree

14. I feel that my work-related stress level is negligible

a) Strongly agree   b) Agree   c) Neutral

d) Disagree   e) Strongly disagree