CHAPTER 12

CONCLUSIONS AND RECOMMENDATIONS

12.1 INTRODUCTION

Performance management is a managerial tool for managing organisational performance for increased effectiveness. It connects all the resources such as financial capital, physical capital and human capital with the goals and objectives of the people and objectives of the organisation with people and leadership driving the processes for achieving best organisational outcomes. It requires appropriate planning, managing, measuring, monitoring and rewarding performance in the context of organisation’s goals and objectives.

With the above view, an attempt has been made in this work to gather and critically examine the valuable inputs from selected ITES companies and carry out analysis of the qualitative and quantitative data for arriving at desired organisational throughput. To accomplish these events in this study one hypothesis has been considered. In the light of the hypothesis, critical evaluation of performance appraisal system and promotion policy of selected ITES Companies has also been done. Apart from ‘manifestations of performance’, literature review, study design formulations/methodology has been evolved.

Most importantly the study has been able to culminate into an innovation model, which demonstrates how the IT/ITES companies remain competitive by constantly driving towards innovation faster to enable sustained profitable growth.

12.2 SUMMARY OF RESEARCH FINDINGS

The various dimensions of Selected ITES companies have been studied in chapters nine and ten, which discuss about empirical study (questionnaire analysis), and qualitative analysis (includes interview analysis). The important parameters of HR and related ingredients along with performance appraisal system and employee promotion policy show a deep insight about the problem areas which need to be improved.
A summary of important findings emerged out of the study are enumerated below:

1. Flexibility in HRM, interchangeability and crisis management is encouraging.
2. Strong communication in the ITES companies has made a way of working.
3. Regular and need based training is given to the employees to make them competitive.
4. Focussed, committed work culture has been taking place.
5. ‘Acceptance of change’ has been found at higher order.
6. Customer satisfaction and loyalty is very high.
7. Employee empowerment and participative leadership is exhibited.
8. ITES companies are highly performance oriented hence they use performance appraisal system to identify the gap between actual performance of the employees and planned one.
9. Employees are rewarded for their performance by the way of promotions.
10. Employee empowerment plays a vital role in employee retention and attraction.
11. Innovation and knowledge management are buzzword in ITES companies.
12. Management of product / service quality is laying stress on building effective product/ service which inturn compels ITES companies to adopt stringent quality initiatives.
13. It is found that there exists correlation between promotion received and performance. It appears that out of 10 selected ITES companies, in case of 9 companies respondents have been promoted based upon their performance level.

12.3 MAJOR RECOMMENDATIONS AND IMPLICATIONS

The major recommendations and implications of the research are summerised as follows:

1. The ITES companies need to be transparent in the evaluation / appraisal systems. This can be achieved by clearly communicating the goals and evaluation criterias.
2. Furthermore evaluation should be based on past performance strictly. Future prospects should not be looked into for evaluating criteria.
3. Appraisal system should be more flexible. Once the appraisal is done by the superior, it should be shared with the employees and participative discussion should be carried out. Only after mutual concern the appraisal results should be frozen.
4. Evaluation system should include criteria like innovation, generation of new ideas, time management and grasping ability. Customer satisfaction should be given high importance while evaluating an employee.

5. Performance appraisal needs to be done at regular intervals so that employees can get moderate period for the performance improvement. However care should be taken that the appraisal process doesn’t become mere formality.

6. Giving training to those who need improvement in their performance seems to be ready remedy towards solving performance related problems of the employees. However, whether employee really need training and whether problems he / she facing are trainable or not, need to be investigated properly.

7. Promotions should be based upon the balanced weight of performance and duration of service.

8. Process of setting the performance objectives should be clear; this could help to make promotion process a transparent one.

9. There should be clear and consistent guidelines for promotions and facilitate a comprehensive analysis of performance devoid of biases.

10. After the performance review, if the employees have any complaints a due attention is to be given and complaints need to be resolved.

12.4 LIMITATIONS OF THE STUDY

1. The geographical region selected for the study was confined to ITES companies in Pune region only.

2. Sample size was found to be a constraint.

3. Detailed statistical analysis would have been done with the availability of more relevant data.

4. Due to high degree of confidentiality of the Selected ITES companies, getting factual data was a constraint.

5. There was discrepancy found, sometime between top and lower management interactions.
13.5 FURTHER SUGGESTED RESEARCH WORK:

1. More data analysis and deliberations thereof are required.
2. The two evolved models may be taken for future predictions of the functional aspects in similar organisations.

12.6 CONCLUDING REMARKS

The present study has touched upon the various issues at a suitable designed level for the framework of this research. It has been observed that ITES companies pretty strong in communication, infrastructural development, Technological development, knowledge management initiatives, training and development, innovation.

Performance appraisal system and employee promotion policy being a core theme of the study, have been covered in detail. There appears to be certain shortcomings in the existing performance appraisal system and employee promotion policy of the selected ITES companies. The study also presents a model, revealing the performance of the ITES companies and showcasing their speed of innovation resulting into high deliverance.