Abstract

Organisations of modern era are passing through fiercely competitive battlefield scenario. For survival and sailing through today, one has to be ahead of the fleeting competitive benchmark obtaining in the world. The wind of liberalisation, privatisation and globalisation (LPG) has created a rather complex business environment and has posed an insurmountable challenges as well as cut-throat competition.

The critical managerial issues in the emerging scenario are free, flow of information, organisational and technological breakthrough changes, transparent, openness and boundary less organisation that eventually culminates into tailor-made human resource development for achieving the desired goal and productivity.

In recent years, performance management has become more important because managers are under constant pressure to improve the performance of their organisations. It is now realised that the performance of organisations influence the organisation’s continued existence and success. The increasing realisation that one of the key roles of managers is to manage employee’s performance is the key to the success of management in general and performance management in particular. Managers are held responsible for their employee’s performance. The success of any organisation depends not only on the resources at its disposal, but how they are utilised. The resources need to be deployed, managed and controlled effectively for obtaining optimal results. In the case of human resources, they need to be motivated to create competencies in the activities and business processes needed to run the organisation successfully.

It is now well accepted that performance management is a wider concept than performance appraisal. Appraisal being part of performance management plays a vital role in encouraging desirable performance and discourages undesirable performances before they become ingrained.

Performance appraisal is one of the most important functions of manager and can only be learned by training, practising and gaining experience. Performance appraisal is an essential management technique, which seeks to increase an employee’s performance in order to get more productivity through goal setting and also provides a rational basis of various managerial decisions pertaining to human resources of the organisation. Thus, performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his job.
Good performance need to be rewarded. The rewards need to be known upfront and agreed upon by all the stakeholders. Bannister and Balkin (1990) has reported that appraisees seems to have greater acceptance of the appraisal process, and feel more satisfied with it when the process is directly linked to rewards. Such findings confirm that performance linked compensation and reward system are more successful in motivating employees to excel in their jobs.

With above aim in view, the researcher has made an attempt in this work to gather and critically examine the valuable inputs from various representative ITES companies and carry out a deductive/inductive analysis of the qualitative and quantitative data for arriving at desired results. The researcher has done detailed analysis of performance appraisal system and promotion policy of the selected ITES companies. Therefore, chapters on ‘Innovation and Knowledge Management Manifestations’, Literature Review and Study Design and Research Methodology have been included. Further chapters nine deals with empirical study (Questionnaire analysis) and qualitative analysis (interviews) respectively.

In the chapter eleven, which elucidates’ Synthesis and discussion of results’; a holistic overall gist of all two types of studies i.e. empirical study and qualitative analysis have been summarised and validated. These learning issues and validation eventually culminate into the development of a model.

The present study has touched upon the various HR issues on a framework suitably designed under this study. This can now be used as a starting point for further detailed as well as more specified studies in the selected areas. It has been specially observed that ITES companies are generally strong in innovation, training and development, crisis management, technological infrastructure development, flexibility in HRM, conduction of performance appraisal and rewarding the employee performance. But there are certain constraints in existing performance appraisal and promotion policy of some ITES companies. Finally the study has culminated into an innovation based model which will transform average ITES companies to excel in their performance.

Apart from all these things, in the present study the researcher has formulated two techniques i.e. Performance HR Metrics and Financial Performance Metrics under X-Ray Metrics factor and evaluated the overall performance of few ITES companies. This evaluation helps to know the various factors contributing in the organisational growth
and success of these companies. The evaluation of these ITES companies on the basis of certain financial key performance indicators also served as a base for comparative analysis.