Chapter-6

FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 INTRODUCTION

This chapter discusses the major findings and implications of the present study. Based on the findings of the study suitable suggestions are also made in this chapter for making performance counseling more effective. The conclusion and scope for further research are also discussed in this chapter.

6.2 FINDINGS OF THE STUDY

The study was conducted primarily to investigate the relationship between performance counseling and performance appraisal and job satisfaction among software professionals. The findings of the study were based on large sample size. The sample companies belonged to many important segment of software industry value chain via, application, system process, products etc. Care was taken to see to it that sample companies come with a variety of organizational characteristics, with each characteristics having variance with itself, viz., size maturity, software type development focus, and annual turnover rate. Care was also taken so that there would be representation from different strata, viz., newly joined professionals,
experienced professionals, randomly chosen set of professionals, professionals with high tenure, professionals from different levels in the hierarchy, professionals with different types of software related basic functions, and HR professionals. The data is collected through a variety of technique, viz., questionnaire survey, semi structured interviews and focus discussions.

These findings may be made applicable to any software companies involving professional services with high demand for people and their services. The major findings of the research are as follows:

1. Performances counseling was not being carried out at the desired frequency and 45.6 percent of respondents were not happy with appraisal procedure and were dissatisfied with the way it was being carried out, and they felt that performance counseling system was not effective.

2. Objective of Performance Counseling is first to the analyze performance of the counselee and secondly to take corrective measures, through counseling, to improve the performance of the employee. But unfortunately there was disagreement among the employees and the company on the method of performance analysis itself.

3. In some of the companies Managers and HR managers were doing the job of counselors. But majority of them did not have any formal training nor did they have necessary skills to conduct performance counseling.

4. In majority of the companies there was no separate performance counseling cell. 80 percent of the respondents said separate performance counseling cell was needed in their organization.
5. It was observed by the researcher that one of the main reasons for performance counseling not delivering desired results in software companies was the frequent job shifting by software professionals. It was one of the hindrances for effective counseling in the majority of the software companies.

6. Software Professionals liked to have a performance appraisal system in a formal and systematic way in every company.

7. According to majority of respondents their Pay package for performance compensation was not clear and transparent and according to them managers did not involve/consult them in deciding their package.

8. Performance target was communicated for the overall performance of an employee throughout the year and however few respondents got constructive feedback by their managers to improve teamwork and reduce grievance.

9. Desired performance target set for an individual was mostly realistic, achievable and measurable which helps to identify ones strengths and weakness to improve personal skills.

10. Performance appraisal in software companies was for new projects, increments, transfers, promotion, remuneration etc. The non performers were given training and counseling to improve performance.

11. There was significant difference in the satisfaction levels among different job designates towards Leadership and Planning, corporate culture, communication, career development, employee role, reward and
recognition, teamwork and co-operation, working conditions, support of immediate managers, training and development and employee benefits.

12. It was observed from the study that the Software professionals were not happy with the performance appraisal results but satisfied with performance review rating.

13. There was significant differences in the satisfaction level among different job designates towards work expectations of employees, personal life, flexibility, interpersonal relations and managing stress.

14. The good number of respondents was of the opinion that Performance counseling improves the overall performance of the employees. It is very effective and useful to reduce problems, stress, anger, frustration and grievances of employees to overcome their problems.

15. It was observed by the researcher that 82 per cent of respondents approached/ consulted their family and friends whenever they were under stress or facing problem., 20 percent of the respondents took superior/boss advice, 23 percent took subordinates advice and only 7 percent of the respondents took the help of counselors to solve their personal or professional problems in their present organisation.

6.3 SUGGESTIONS

1. HR department or organization has to educate its managers and employees about the significance and benefits of Performance Counseling.
2. Managers and heads of HR department have to be scientifically trained to conduct performance counseling.

3. Companies should have in place sound method of measuring performance of the employees. It should be transparent and easily understandable to each employee.

4. There is need for separate performance counseling cell. Companies should take necessary measures to establish a separate performance counseling cell and it should have well qualified and trained counselors for conducting performance counseling.

5. Performance counseling should be conducted at regular intervals and should be notified well in advance.

6. Positive change should be in the attitude and perception of employees and management towards Performance Counseling process.

7. Appraisal assessment and feedback system must be transparent and introduced throughout the organization.

8. Key Performance Area (KPA) and milestones must be set for each job and its goal within the organization.

6.4 CONCLUSION

Performance counseling is a time consuming activity one must work individually with all department members to make it more meaningful. Effective performance counseling requires more than the usual annual meeting with an each individual member. When they perform well, continuous performance counseling should acknowledge good performance and encourage more of the same. No instances of unsatisfactory performance, continuous performance counseling serves to
remedy problematic performance and motivate the individual to invest the effort needed to improve. Although time consuming, performance counseling will be more effective than a programme of annual review. The observations/comments made, as a follow up of performance counseling, are more timely and, therefore, more beneficial. Both positive and negative evaluative statements carry more meaning when they are delivered in relation to a specific event.

6.5 SCOPE FOR FURTHER RESEARCH

The study investigated various issues pertaining to “Performance Counseling” among various software companies. As an emerging and evolving industry, new issues are cropping up in this industry. The findings of the present study suggest a number of additional research questions that may be investigated. Some of the issues are described for further research.

1. A detail study on performance counseling in different segments of software industry may be carried out.
2. Issues like performance appraisal, job satisfaction, methods of job / project allocation etc need to be further exploited.
3. Comparative study may be conducted between software industry and other industry on Performance Counseling.
4. A detail research on impact of technology characteristics, change in technology, economic etc., on the job attitudes and changes in perception / attitude of software Professionals.
5. Many job related factors are revealed by software professionals as a reason for their poor performance. Such as salary, temporary job,
contract job, lack of career planning etc. A separate study may be conducted on these issues.

6. Study may be conducted on the Job Expectations of Individuals. Employees may be satisfied or not satisfied with the present job but expect that the present job will be relevant to meet future job expectations.

7. A study on performance counseling may be conducted focusing on size of the organizational size. The size of organization grows with people working in it. Normally in large firms it is much more difficult to help people experience a sense of equality. But small firms offer greater flexibility in terms of defining ones role, leading to higher performance output.

8. Start up organizations: New (Organizations) offer great flexibility in terms of fixing and awarding pay, peaks and career opportunities. Software professionals from large and matured companies. Who are dissatisfied with career growth, income or frustrated with their job they get attracted to such organizations.

9. Shortage of skilled manpower: There is heavy shortage of software professionals particularly the experienced ones. They know that they are high in demand. So they want to be associated with high demand technology. As the demand is not just local, but global.

10. Fear of technological obsolescence: Rate of change of technology is very fast and it is difficult to maintain all stages of ones career in a
particular technology. Thus psychologically they want to gain new knowledge, new learning to work in higher segments of jobs.