Chapter III
CHAPTER III
RESEARCH METHODOLOGY

This chapter devoted to research methodology covering the aspects of need and importance of the study, statement of problem, research objectives, research design, data collection, tools for analysis and limitation of the study. A sound scientific methodology is a basic foundation of research study. The accuracy and availability of the data and then their compilation hinges on the methodology followed to conduct the study. Review of past studies the researcher in developing better methods and techniques to accomplish objectives of the research study.

The present study is descriptive and analytical in nature and it is aimed at understanding the employee performance management system in software companies. The universe of the study covers software industry in India. There are many reasons behind for choosing the Indian Information Technology industry. The first reason is that this worldwide brand ambassador industry for India and contributed significantly to sales, job growth and value creation (NASSCOM, 2010) was considered. Another reason is that the nature of the industry is vigorous. The innovative ideas of software projects offers for the rapid introduction of new modern technologies, stuff work atmosphere, work distributed worldwide, twenty four hours work culture, linguistic, principles and challenges in terms of time. Third, software industry specifically depends on the abilities and performance of its human power. Performance system in such an industry emerges as a significant Human Resource system which may directly contribute to organizational performance and effectiveness.

Finally, although this industry has increased its contribution and economic importance, a small research was conducted on performance management of knowledge workers in this industry, especially in the context of India.
Figure 3.1
Overview of Research Methodology and Approach
3.1 Need for the Study

In the era of competitive enterprises and globalization have the importance of strategic human resources practices implemented a competitive advantage over the competition to win. Vision and mission of every industry were achieved through a well-structured performance management system and also the maintenance and assisting of employees. Performance management is a useful tool for aligning all organizational functions and key secondary functions, so the lens is aimed at achieving the organization. Performance management is a much wider system as it was related to the organizational planning, applying, assessment and appraisal, development and efficiency at the individual as well as organizational level. The performance of administrative staff is one of the most difficult challenges; it is totally dependent on the commitment, competence and clarity of the performance of the employees of the organizations that are currently facing. If the organization practiced respectable recognition system and a well-planned device for collecting a feedback from workers, the performance management system can aid as a significant instrument for workers inspiration and improvement.

The need to establish a robust performance management system has been detrimental in the period when the traditional mechanism for evaluating performance began and its limits were heard to be overcome. The performance rating system of the previous period lacks objectivity because the diameter or parameters to measure performance have not been clearly defined and attention has focused on sections instead of measurable behavior or goals. As a result, morale and motivation at working environment were harmfully affected during the appraisal process due to the lack of a clear feedback method and absence of employee participation. A performance management system overcomes these difficulties of the existing performance evaluation system by maintaining a revolutionary concept, rather than employees to evaluate past messages that evaluate employee performance.

3.2 Importance of the Study

A good performance management system, the entire performance of the organization works to ensure ambitions and goals, the performance of teams and individuals to improve the company's performance by management. It is absolutely
software employees; An effective performance management system can play an organizational role in performance management to ensure that employees understand the importance of their contribution to the organization's goals and objectives. Make sure each employee understands what is expected of them and also to determine if employees have the skills and support needed to meet these expectations. Confirm the correct connection of objectives and facilitates active communication throughout the company. To facilitate a friendly and harmonious relationship between an individual employee and the supervisor in confidence and autonomy. Hence the above view to know the importance of employee’s performance management system in this research in the present knowledgeable competition world.

3.3 Statement of the Problem

India, the world's largest democracy and home to nearly one billion people, the rapid evolution quiet, but as a leader in the field of software technology. The Indian government has 1-3 percent of each government department's budget would be driven IT hardware and software. In addition, the government also pointed to the right to import software. Software units are dedicated to the manufacture and marketing of software in the study area. The software industry employs different types of employees or professionals for different functions. Unlike other industries, software is a genre in which man and machines are important. This is because they renew it and to check their knowledge, skills and behaviors in their work culture. It is very important that there is no undue influence on machines and mechanical aspects. Therefore, the management of human resources has played an important role in determining the fate of software units.

The effectiveness of the human resources employed will depend to a greater extent, as they are introduced, developed and validated and maintained. In this sense, it is an industrial development and the use of human resources. The nature of the project available for its execution, the estimated cost; Competitive strength, team spirit and professionalism are the interesting factors that affect the strength of human resources. Therefore, the use and management of human resources through the performance management system are strategic in the sense that each sector or human resources management activities has gained in importance. If employees are applying the content of
PMS, they get along well and make every possible effort to the exercise of duties and functions efficiently and effectively, so that the organization to which they belong the most productive and successful.

Generally the organization expect more from his employees. The Performance Management System were used to assess the employee performance and encourage employees in a way, to work more. In addition to that the organization to evaluate the employee performance results were found thorough a complete and specialized administration methods. Employee’s performance continuously could be measured, evaluated and promoted.

The performance management system is most importance for the continuously improvement of company performance as well as employee performance. Hence, improving employee performance by using PMS is one way to improve organizational performance. Therefore, this study examines the performance management system for employees of the software firm.

An attempt has been made to find answers for the following questions to be raised and to deliberate on the knowledge of the researcher as well as the knowledge of community.

1. What is the awareness level of employees in the performance management system?
2. What is the system of evaluating their performance?
3. What techniques of supervision are adopted to know performance management system?
4. How does the staffs react to the performance management system

3.4 Objectives of the Study

1. To study the perception of employees prevalent in the software firms about the performance management system.
2. To analyze the dimensions of performance management system and compare the perception of the employees regarding the appropriateness of practices.
3. To identify relationship between the dimension of the performance management system and the employees satisfaction in the select software firms.
4. To study the impact of performance management system on employee’s satisfaction of employees of software firms under study.

5. To analyze the problems encountered by the employees while adopting performance management system and practices in software firms.

6. To identify the factors and analyse level of contribution of factors underlying the performance management practices in software firms.

7. To suggest measures for improving the performance management practices in the software firms under study can be further improved to meet the changing needs.

3.5 Hypothesis of the Study

To test the validity and applicability of given objectives and to gain an insight into the software firms involved in the study following hypothesis have been developed. These hypotheses are tested by application of appropriate statistical tools to derive meaningful and relevant recommendations. On the basis of objectives, the study proposes to test statistically important hypothesis designed which are as under:

1. There is no significant relationship between the type of employment and the level of perception in performance management practices.

2. There is no significant relationship between the size of the organization of respondents and the level of perception in practice of performance management.

3. There is no significant relationship between the gender of respondents and their level of performance in performance management practice.

4. There is no significant relationship between age and perceptions in performance management practices.

5. There is no significant relationship between professional qualifications and the level of perception in performance management practices.

6. There is a significant correlation between the annual income of respondents and the level of employee perceptions in performance management practices.

7. There is no significant correlation between the life experience of respondents and the level of employee perceptions in performance management practices.
8. There are no significant differences between the size of organisation for Performance Planning of performance management system.

9. There are no significant differences between the size of the organization for feedback from the performance management system.

10. There are no significant differences between the size of organisation for Employees Participation of performance management system.

11. There are no significant differences between the size of organisation for Perceived System Knowledge of performance management system.

12. There are no significant differences between the size of organisation for Procedural justice of performance management system.

13. There are no significant differences between the size of organisation for interactional justice of performance management system.

14. There are no significant differences between the natures of employment of organisation for Performance Planning of performance management system.

15. There are no significant differences between the nature of employment of organisation for Feedback of performance management system.

16. There are no significant differences between the nature of employment of organisation for Employees Participation of performance management system.

17. There are no significant differences between the nature of employment of organisation for Perceived System Knowledge of performance management system.

18. There are no significant differences between the nature of employment of organisation for Procedural justice of performance management system.

19. There are no significant differences between the nature of employment of organisation for interactional justice of performance management system.

3.6 Sample Design

This study focused on the software industry in the Bangalore region of southern India. The reason for the selection of the sample in the city of Bangalore in 1991, the first
in 1990, the Technology Park of India was founded software through three different autonomous companies in Pune, Bangalore and Bhubaneswar, Bangalore is the point of Maximum turn of software development in India. The researcher has the Park Technology Software in Bangalore. Karnataka Technology Software Park, Bangalore and led by four harvester subsystems were registered 2,276 companies representing 1,457 enterprises in the city of Bangalore during 2013-14.

3.6.1 Sampling Technique

For the design of a sampling plan, it is extremely important to understand the characteristics of the population, to be taken in the study. The main characteristics of the study population should be carefully identified so that the population can be divided, if necessary, to ensure respect for particular characteristics, selection of a reliable sample. There are basically two methods to select the sample of a population: random and not random. Statistical findings of the audit or court moved, generalized statements are technically inadequate to extend. On the other hand, sampling may provide some protection against sampling irregularities. Three important stratifiche samples, groups and can be used individually or simply to be together in the population of each equal opportunity selected. However, success depends on the characteristics of this population. The population is homogeneous and therefore can be satisfactory. If the population is heterogeneous, the population layers and elements can be extracted sample can be shared by the single samples of each layer

University of the study:

The universe of study refers to software companies in Bangalore. In this study, influence in the universe of software company, concentrating production, production or services. Employees of software companies that are in the city of Bangalore in the only factor to put a person in the target population are employees who work in software companies.

Sampling Frame

Sample frame: employees work in software companies in the city of Bangalore. The sample selection of respondents considered company at Software Technology Park in Bangalore.
3.6.2 Sampling Method

In the present research work, the stratified random sampling techniques were used for the sample selection. In this study, based on stratified sampling the studied population units of employees are grouped into strata that are more homogeneous in terms of the feature to lower variations within the groups. Then, from each class some examples are chosen proportionally. Therefore, employees of software companies in Bangalore, in their description were ranked city.

3.6.3 Sample Size

To determine the number of samples required to estimate the studies parameter using the Cochran sampling method, the size of allowable error in the estimation of the parameter should be considered. The error size (d) is usually expressed as the difference between the parameter value and its estimate. To estimate the P parameter than to the population numbers that have a special characteristics, the following equation used:

\[ n = \frac{z^2 pq}{d^2} \]

Where, the ‘p’ is the estimated ratio of variable attribute using the previous studies and ‘q=1-p’. If p value is not available, its value can be considered equal to 5%. Since, the ratio of variable attribute can be estimated in this study, consider the p value as 0.5. Also, the allowable error value is considered d=5%.

\[ z_{0.025} = \pm 1.96 \]

Therefore, the sample size is the number of respondents is as:

\[ n = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} \approx 384 \]

384 respondents for the study were selected using simple random sampling techniques was adopted and distributed the sample respondents in software firms.

To reach the sample size of 384 adjacent, the proportion has been calculated based on the total population of 120 leading software companies. For the purpose of data
collection were a total of 384 employees used 120 software companies. Of 384 responses received from companies in sample 357 were used for analysis.

3.7 Data Collection

To meet the objectives of the research are used, as a source of primary and secondary data. To organize the primary data, the researchers used structured questionnaires and interview techniques. Taking into account that secondary data by analyzing the relevant documents through publications such as books, journals, articles and abstracts and unpublished sources, since the site materials obtained contained annual and quarterly reports from test organizations and others in different libraries.

3.7.1 Primary Data

The primary data was collected from the software professionals through an interview schedule cum questionnaire; which was a major tool to collect firsthand information from the sample respondents. A well-structured questionnaire was framed by researchers, the size of the employee performance management system was to understand. To do this was to measure earlier, the specific form of software professionals perceptions regarding these dimensions of the performance management process has developed a new tool to test those built by previous researchers in this area.

The complete instrument included thirty nine items spread over seven performance management process dimensions, namely performance planning, feedback, employee participation in performance management process, perceived system knowledge (William & Levy, 1992), procedural justice, distributive justice and interactional justice (Colquitt, 2001; Keeping & Levy, 2000; Sweeney & McFarlin, 1993). The responses were sought using a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.7.2 Secondary Data

Secondary data for this study were obtained from various publications such as books, journals, articles and abstracts and unpublished sources, such as the annual memorial site and quarterly by test organizations and other materials. In the different libraries
3.8 Selection of Variables for Research

On the basis of literature survey, a set of appraisal system variables as Table 3.1 have been found to be important in influencing managers and employees’ perception and satisfaction of performance management system and practices were taken for the present study. A set of seven variables include performance management system component comprising of 7 sub variables for ‘Performance Planning’, ‘Feedback’ variables comprising of 6 sub variables, ‘Employees participation on PMS Process’ variables are a combination of 4, ‘Perceived system’ for 7 sub variables, ‘Procedural Justice’ for 6 sub-variables, ‘Distributive Justice’ for 4 sub-variables and 5 sub-variables for Interactional justice with Performance management system, whereas the satisfaction towards PMS, was taken as dependent variable. On the basis of aforementioned variables, a variable map comprising of different statements in the questionnaire was drawn. This variable map is exhibited in Table 3.1.

Table 3.1

Variable Map: Statements included in the Questionnaire

<table>
<thead>
<tr>
<th>S. No</th>
<th>Components</th>
<th>No. of Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Performance Planning</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Feedback</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Employees Participation on PMS Process</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Perceived system Knowledge</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Procedural Justice</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>Distributive Justice</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Interactional Justice</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td><strong>39</strong></td>
</tr>
</tbody>
</table>
3.9 Design of Performance Management and Employee Satisfaction Model

For testing the hypothesis drawn for the research study, the scale for assessing the quality of performance management system and also to determine the level of employee’s satisfaction across the sample study of software companies, with the status of performance management system in the selected sample companies a scale was devised where the scores of 136.5 (means that the total statements i.e., 39 statements, if rated 3.5 & above against each statement, 39 x 3.5 = 136.5) and above meant ‘Excellent’ performance management system and practices, the score below 136.5 and above 97.5 (i.e.,48 statements x 2.5) means ‘Good’ and scores below 97.5 was treated as ‘Poor’ Performance Management system. On the basis of this scale, the quality of performance management system and determination of the employee satisfaction was measured and taken into considered for the statistical analysis.

3.10 Questionnaire Development and Administration

In order to elicit the required information from the employees of sample study organizations regarding their perception and overall satisfaction with the performance management system and practices in the respective organizations was collected by framing a systematic and pre-tested questionnaire. The study involved a questionnaire survey of Managers, Coordinators (Lead) and employees who are in involved for the various capacities of designation in the production, manufacturing and extended services. All the questionnaires contained various questions in each set relevant to important dimensions of perceived characteristics of Performance Management system and practices, employee’s satisfaction, organizational content and various demographic profiles of the employees who are included in the sample under study. The questionnaire has been developed based on the past research studies of some similar nature (Anupriya Singh, 2012; Alamelu et.al, 2014). The questionnaire has two sections.

The research instrument (questionnaire) was systematically organized by the sections of Demographic Profile, Existing Practices of Performance Management system, Perception of PMS system and Issues for performance management system and employees satisfaction etc., which was for analytical purposes. Before finalizing the questionnaire a pilot study was conducted among a small sample of group of respondents.
managers, lead heads, and clerical staff in software companies in order to ascertain their views and suggestions. This pilot study was conducted in the sample study organizations, to examine (1) the appropriateness of the questions to their context (2) to ascertain about the adequacy of the items in covering the various issues involved and (3) to ensure that the questions were easily comprehensible, properly worded, unambiguous and answerable within a reasonable time period. It was revealed by the pilot study that the questions were easily comprehensible and the entire questionnaire took about 30-45 minutes to complete.

Accordingly, the questions which were repeated, inappropriate or difficult to understand were revised and reformed to meet the requirements. Further discussions were held with several officers of both the organizations regarding the different aspects of existing performance management system and practices with the help of above well-structured questionnaire, handed over to them through Personnel Management Department for filling up the same. Moreover, some interviews of managers were conducted personally with the employees to share their problems, feelings, suggestions regarding the PMS effectiveness.

3.11 Framework of Analysis

The data are presented in the tables analyzed systematically using various statistical techniques such as percentage of mean, standard deviation, chi-square test, and mean difference, correlation and multiple regression and classification techniques Henry Garret presents for the presentation of the Results with precision, With SPSS 17.0, the primary data is interpreted.

3.11.1 Scoring and data analysis

The entire gamut of data being collected on various aspects of presents study whether primary or secondary for determining the level of satisfaction of employees with the effectiveness of performance appraisal system practices, has been analyzed statistically by applying various relative statistical tools, such as mean averages, comparative mean averages, standards deviations, t-value test, F-test, H-Test and other summary statistics. A five-point Likert type technique was administered to assess as how effectively performance management systems are practicing in the sample study
organizations. Therefore the respondents were asked to respond to each items on a particular issue under study employing response categories consisting of ‘Strongly Agree’, ‘Agree’, ‘Neutral’, ‘Disagree’ and ‘Strongly Disagree’. It is important to note here that response indicating most favorable attitude shall be given the highest score and vice versa (1 = low, 5 = high) validity measurement. The validity of the laid down hypothesis in relation to the objectives of the present study has been checked on the basis of null hypothesis (Ho) and alternative hypothesis (H1).

Figure 3.2: Framework of Statistical Analysis of PMS
3.11.2 Validity Measurement

Random errors of measurement are never completely eliminated, but to portray nature in its intimate lawfulness, efforts are made to reduce such errors as much as possible. To the extent to which measurement error is slight, a measure is said to be reliable. Reliability concerns the extent, to which measurements are repeatable by the same individual using different measures of the same attributes, Nunnally (1967). The amount of measurement error places a limit on the amount of validity that an instrument can have but even in the complete absence of measurement error, there is no guarantee of validity.

3.11.3 Reliability Analysis

The reliability scale, which is used in this study, was calculated by Cronbach’s coefficient alpha. Cronbach’s alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach’s alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale, the coefficient alpha value exceeds the minimum standard of 0.70. It’s provided good estimates of internal consistency reliability. Reliability has been defined as an index of the effectiveness of an instrument, being necessary but no sufficient condition for any type of validity (Nunnally, 1967; Peter 1979). Cronbach’s alpha, which is one of the reliability co-efficient that is commonly, used for estimating of reliability based on the average correlation among items within a test (Anne Anastasi, 1976). Cronbach’s alpha is a useful method for determining the reliability based on internal consistency. In the present study Cronbach's alpha was to investigate the internal consistency of the measures used. The values of Cronbach’s alpha for the components of the performance management system are given in Table 3.3 which is given below:
Table 3.3

Reliability of scales and Item-constructed loading-factors related to PMS

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>PMS Components</th>
<th>Mean</th>
<th>SD</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Performance Planning</td>
<td>16.784</td>
<td>3.265</td>
<td>0.612</td>
</tr>
<tr>
<td>2</td>
<td>Feedback</td>
<td>13.068</td>
<td>3.471</td>
<td>0.675</td>
</tr>
<tr>
<td>3</td>
<td>Employees Participation on PMS Process</td>
<td>8.520</td>
<td>2.709</td>
<td>0.692</td>
</tr>
<tr>
<td>4</td>
<td>Perceived system</td>
<td>16.784</td>
<td>3.265</td>
<td>0.611</td>
</tr>
<tr>
<td>5</td>
<td>Procedural Justice</td>
<td>13.068</td>
<td>3.471</td>
<td>0.675</td>
</tr>
<tr>
<td>6</td>
<td>Distributive Justice</td>
<td>8.520</td>
<td>2.709</td>
<td>0.671</td>
</tr>
<tr>
<td>7</td>
<td>Interactional Justice</td>
<td>12.399</td>
<td>2.811</td>
<td>0.638</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>12.735</strong></td>
<td><strong>3.100</strong></td>
<td>0.653</td>
</tr>
</tbody>
</table>

As shown in Table 3.3 coefficient alpha values ranged from 0.611 to 0.692 for all constructs. All constructs obtained an acceptable level of a coefficient alpha 0.70, indicating that the scales used in this study were reliable. While increasing the value of alpha is partially dependent upon the number of items in the scale, it should be noted that this has acceptable returns. It should also be noted that an alpha of 0.7 is probably a reasonable goal. It should also be noted that while a high value for Cronbach’s alpha indicated good internal consistency of the items in the scale, it does not mean that the scale is one-dimensional.
Reliability of scales and Item-constructed loading-factors related to PMS

3.11.4 Regression Analysis

Multiple regression tools were used to arrive at the results with accuracy. The core of the study being railway passengers oriented, the level of satisfaction of the passengers was taken as dependent variable (Y) and the different factors influencing the personal factors as independent variables

\[(X_1, X_2, X_3, \ldots X_n)\]

For this, a multiple regression model of the following form was used

\[Y = A + B_1X_1 + B_2X_2 + \ldots + B_nX_n\]

Whereas,

\[Y = \text{Level of satisfaction of the passengers}\]

\[X_1, X_2, X_3, \ldots X_n \text{ are independent variables}\]

\[B_1, B_2, B_3, \ldots B_n \text{ are the parameters to be estimated}\]

\[A = \text{Constant}\]
3.11.5 Garret Ranking Technique

This technique was used to rank the service problems faced by the railway passengers in the study area. In this method, the respondents were asked to rank the given problems according to the magnitude of the problem, the order of merit given by the respondents were converted into ranks using the following formula.

\[
\text{Percent position} = 100 \frac{(R_{ij} - 0.5)}{N_j}
\]

Where

\( R_{ij} = \text{Rank given for } i^{th} \text{ factor by } j^{th} \text{ individual} \)

\( N_j = \text{Number of factors ranked by } j^{th} \text{ individual} \)

The percentage of each row so that it becomes notes received with reference to the data table by Henry Garret. After that each factor, values of the individuals was added and divided by the total number of respondents whose scores were added. These mean scores for all the factors were arranged in the descending order, ranks given and the most important problems identified.

3.11.6 Chi-square Test

Karl Pearson in 1900 developed a non-parametric test for testing the significance of the discrepancy between experimental (observed) frequencies and the theoretical frequencies (expected) obtained under some theory or hypothesis. This test is known as Chi-Square Test \((\chi^2\text{ -test})\) of goodness of fit, and is used to test whether the discrepancy between expected and observed values may be attributed the chance (fluctuations of sampling) or whether the deviation is really because of the inadequacy of the theory to fit the observed data. In order to apply the Chi-square test either as a test of goodness of fit or as a test to judge the significance of association between attributes, it is necessary that the observed as well as theoretical or expected frequencies must be grouped in the same way and the theoretical distribution must be adjusted to give the same total frequency as we find in case of observed distribution. \(\chi^2\) is then calculated as follows:

\[
\chi^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}
\]
Where

$O_{ij} =$ observed frequency of the cell in $i^{th}$ row and $j^{th}$ column

$E_{ij} =$ expected frequency of the cell in $i^{th}$ and $j^{th}$ column

3.11.7 Friedman test

As there is a need to corresponding nonparametric method of "one-way variance analysis", in some cases it is necessary to analyze the statistical data in a two-way classification corresponding to the two-way variance analysis. The test that is used under these conditions is the "analysis of variance using the ranks" or Friedman's analysis of variance.

$$\chi^2 = \frac{12}{nk(k+1)} \sum_{j=1}^{k} R_j^2 - 3n(k+1)$$

where

$R_j^2 =$ Square of the total of the ranks for group

$n$ number of samples

$k$ number of groups

3.12 Scope of the study

The research study has included various dimensions of Performance Management System (Anupriya Singh, 2013). To determine the Performance Management System in the study unit, 39 items were classified into seven dimensions included. The major objective of the study was to identify the perception and satisfaction level of employees Performance Management System. To enable the application of research findings, systematic simple random sampling was used which was determined statistically. The Performance Management System/practices were examined in the selected software firms in Bangalore. The performance / management system of the practice were tested by the selected software companies in Bangalore.

The findings and conclusions originated from the study could be generalized to all similar units in other states of India as the sampling as well as questionnaires had adequate reliability and validity.
3.13 Limitation of the Study

The present study has some limitations that must be taken into account for future research under consideration.

1. Data is limited to five leading software companies and only additional research from Bangalore is necessary to see how real the results of this research are in other areas of the country.

2. Data only by software employees have been collected, employee opinions may change from time to time.

3. The Employee Performance management system and practices may vary from time to time and also season to season.

4. Only 357 sample were used in the present research work.

Chapter Scheme

The present study comprises of six chapters.

The First Chapter deals with the human resource practices, roles and importance of performance management system, Growth and Development of the software industry in India.

The Second Chapter presents a brief note on the review of literature based on the employee performance management system and practices, in various industries and the research gap.

The Third Chapter focuses on the overview of research methodology was adopted the study.

The Fourth Chapter analyse the perception of employees about performance management system and practices and also analyse the dimension of performance management system and its impact on employees satisfaction.

The final Chapter covers the empirical findings, suggestions, and conclusion of the present study, and also the scope for further study.