Chapter V
CHAPTER V
SUMMARY OF FINDINGS AND SUGGESTIONS

5.1 Findings

5.1.1 Personal and work related characteristics of employee and their perception

Nature of Employment

The majority of the respondents (Mean value of 19.50) of permanent employees have perceived maximum level perception in performance management practices. The high perceived proportion of employees among respondents of permanent employees was 70.8% compared to contractual / temporary workers. The chi-square test demonstrated that the null hypothesis is accepted and the result is that there is a no close relationship between the type of employment of the respondents and their level of performance in performance management practices.

Size of Organization

In the sample respondents (67.51%) were one of a large organization scattered 13-29 with an average of 19.32. The percentage of high perceived performance management practices among respondents were large organization was 63.5%, and among those surveyed included the small organization was 37.5%.

The chi-square test proved that null hypothesis is accepted and the result is there is a no close relationship between size of organisation of the respondents and their level of perception in performance management practices.

Gender

The sample was 130 (36.41%) of participants in the male category included, and 227 (63.59%) were participants in the female category. Among the respondents in the sample, the percentage of high performance in performance management practice in the female category of the respondents was 63.5% and for the men surveyed was 36.5%. The chi-square test proved that null hypothesis is accepted and the result is there is a no close relationship between gender of the respondents and their level of perception in performance management practices.
**Age**

The level of experienced perception in performance management practices among respondents between 25 and 35 years of age ranges from 13 to 29 with an average of 18.78. The percentage of high perceived performance management practices among respondents aged 25-35 years was 34.4%.

The chi-square test proved that null hypothesis is rejected and the result is there is a close relationship between age of the respondents and their level of perception in performance management practices.

**Educational qualification**

The sample of subjects together of 310 (86.83%) of participants who belong to the training class degree. The percentage of high perception of performance management practiced respondents with literacy level was 27.2% of postgraduate education level was 63.6%.

The chi-square test proved that null hypothesis is rejected and the result is there is a close relationship between age of the respondents and their level of perception in performance management practices.

**Annual Salary**

Samples were examined by lakh 126 (35.29%) of the respondents income of less than 3, 155 (43.42%) of the respondents trained 3-6 lakh belongs to the category. Respondents earning less than 3 lakh per year have received the highest level of perceived performance in practice compared to other category management.

The chi-square test proved that null hypothesis is accepted and the result is there is a no close relationship between annual salary of the respondents and their level of perception in performance management practices.

**Work Experience**

The sample of 204 (57.14%) was of 0 to 5 years of experience formed respondents, 119 (33.33%) have learned 6-10 years of experience and 34 (9.52%) respondents with more than 10 years of experience. Respondents who belonged to 0-5 years of experienced employees with a maximum amount of perceived performance management practices.
The chi-square test proved that null hypothesis is accepted and the result is there is a no close relationship between work experience of the respondents and their level of perception in performance management practices.

6.1.2 Employees Personal opinion on current performance management system practices

Kruskal-Wallis test has been used to further explore differentiation of performance management practices according to employee’s opinion towards work related factors.

Key Performance Indicator

About 55.5% of the respondents choosing the organization based on salary, 20.2% of the respondents are for nature of work, 14.8% are based on working environment and 9.5% of the respondents have other opined about key performance indicators for implementing the PMS. The K-W test results that 6.402 with 3 degree of freedom proves that not significant at 0.05 level (p<0.05). Hence, there is no significant difference between Key performance indicator of organisation and performance management practices.

Opinion of Present PM practices

69.2% of the respondents are opined that present PM practices is effective and 30.8% of the respondents are opined that being ineffective present PM system and practices of performance management system..

The most of the respondents are perceived that the current Performance Management Practices are one of the most effective PMS.

Opinion of Clear Defined Targeted Goals on PMS

About 68.6% of the respondents said the PMS have clearly defined the targeted goals by the organization and 31.9% of the respondents was opined that not clearly defined by the organization of PMS. The majority of the respondents opined that was clearly defined targeted goals of PMS by the organization

Key performance Areas on PMS

About 91.6 percent of the respondents opinion was the performance management system is based on organizational objectives, 0.6 percent of the respondents are departmental target/goals, 2.5 percent of the respondents choose individual capacity and
5.3 percent of the respondents noticed team requirements as the key performance area of performance management practices. The majority of the respondents have chosen the organizational objective as the key area of the performance management practice. The K-W test results that 1.262 with 3 degree of freedom proves that not significant at 0.05 level (p<0.05). Hence, there is no significant difference between key performance areas of the organisation and performance management practices.

Factors Contributing the Performance Review

It is inferred that the employee performance review is based on self-rating at 6.4 per cent. 58.0 per cent of the respondents performance review happened through superior appraisal, 23.8 per cent of the respondents performance review happened through 360 appraisal system followed by 4.2 per cent of the respondents through subordinate appraisal and 2.0 per cent of the respondents know the performance review through customer appraisal. The most of the employees has been founded that the performance evaluation through higher officials appraisal. The K-W test results that 11.367 with 5 degree of freedom proves that significant at 0.05 level (p<0.05). Hence, there is significant difference between Factors contributing to performance review of the organisation and performance management practices.

Opinion about Rate of Parameter of Self-appraisal

About 32.2 per cent of the respondents have the knowledge of rating the performance parameters given in self-appraisal forms and also 67.8 per cent of the respondents don’t to know how to rate the performance parameters given in self-appraisal forms. Hence, the majority of the respondents doesn’t know about the rating of self-appraisal performance parameters.

Status Report of the Appraiser after Review

Among 44.3 per cent of the respondents got the information from the performance appraiser in training and development need, 28.6 per cent of the respondents got the report like open and transparent feedback, 19.6 per cent of the respondents got the report like your contribution to expected performance and 7.5 per cent of the respondents got the information from the performance appraiser in other matters. The K-W test results that
2.542 with 3 degree of freedom proves that not significant at 0.05 level (p<0.05). Hence, there is no significant difference between factor of status report of the appraiser in organisation and performance management practices.

**Opinion about Adoption of Appraiser Report**

Among 57.1 per cent of the respondents accept the performance appraiser report and also 33.3 per cent of the respondents don’t accept and oppose the performance appraiser report. On the other hand 9.5 per cent of the respondents are neither accept nor oppose the performance appraiser report. The majority of the respondents have accepted the performance appraiser report. The K-W test results that 0.652 with 2 degree of freedom proves that not significant at 0.05 level (p<0.05). Therefore there is no significant difference between adopting the estimating organization and reporting PM practices.

**Techniques for adopting of the Assessing the performance of employees**

Among 2.2 per cent of the respondents performance have been assessed through attendance, based on observation (64.4 per cent) of the respondents, 25.8 per cent of the respondents through past histories, training and development by 4.8 per cent of the respondents and 2.8 per cent of the respondent’s performances have been assessed through other techniques. The majority of the respondents’ performances assessed through observation techniques. The K-W test results that 35.968 with 4 degree of freedom proves that not significant at 0.01 level (p<0.01).

So there is a significant difference between the organizational techniques and performance management practices.

**Factors to improve Performance Management Practices**

Among 7.6 per cent of the respondents have felt they can improve their performance through qualification, 51.5 per cent of the respondents have felt experience help to improve their performance, 31.1 per cent of the respondents have thought skills can improve their performance, 5.6 per cent of the respondents have felt they can improve their performance through interest and also 4.2 per cent of the respondents have thought personality can help to improve their performance. The majority of the respondents have felt that they can improve their performance through experience.
Performance Management System helps in achieving goals

Among 18.2 per cent of the respondents are strongly agree to achieve the organization goals through performance management system, 47.3 per cent of the respondents agree, 31.9 per cent of the respondents are in neutral neither agree nor disagree zone, 0.6 per cent of the respondents are disagree and 2.0 per cent of the respondents are highly disagree to achieve the organization goals through performance management system. The majority of the respondents agree to achieve the organization goals through performance management system. The K-W test results that 64.480 with 4 degree of freedom proves that significant at 0.01 level (p<0.01). Hence, there is significant difference between performance management helps to achieve goals of organisation and performance management practices.

Creation of Participative Environment

Among 36.4 per cent of the respondents organization creates a participative environment, 63.6 per cent of the respondents organization don’t create a participative environment. Hence the majority of the organizations don’t create a participative environment for their employees.

Job Responsibilities Clearly defined

Among 61.9 per cent of the respondents opinion have known the job responsibilities and 38.1 per cent of the respondents are not aware their job responsibilities. Hence the majority of the respondents are aware about their job responsibilities.

Appreciation / Reward System

Among 35.0 per cent of the respondents have received their rewards in time, 65.0 per cent of the respondents have not received their rewards in time. The majority of the respondents have not received the awards in time.

PMS creates the motivation

About 55.5 per cent of the respondents said that the performance management systems are recognized creates the motivation, 44.5 per cent of the respondents said that the performance management systems are not creation of motivation. Therefore the majority of the respondent’s performance practices opined that recognized publically creates the motivations.
Strategies helps to Performance Management System

Among 35.6 per cent of the respondents have felt current performance system is to speed up to market expectations, 28.6 per cent of the respondents have the opinion of current performance system is to meet the business expectation, 24.6 per cent of the respondents current performance system is to bring changes in attitude and 11.2 per cent of the respondents per cent of the respondents current performance system is enhances operation effectiveness. The K-W test results that 4.764 with 3 degree of freedom proves that significant at 0.05 level (p<0.05). Hence, there is significant difference between key performance areas of the organisation and performance management practices.

Promotion Decisions

About 49.6 per cent opinion of the respondents said that the performance management system linked with making promotion decisions and 50.4 per cent of the respondents said that the performance management system is not linked with making employees promotion decisions.

5.1.3 Dimension of PMS and effects on size of organisation

To explore further on the effect of dimension of performance management system variables Performance planning, feedback, employee participation in PMS, Perceived System knowledge, Procedural justice and interactional justice towards size of organisation, Mann-Whitney tests were conducted. The Mann-Whitney is a non-parametric test for assessing whether two sample of observations come from the same distribution.

The results does not support general assumptions regarding the effect of differences for dimensions of performance management system towards size of organisation viz., small and large scale organizations except the variable of interactional justice. Therefore, the study results state that even though all dimensions of performance management system and small & large scale firms. The Mann-Whitney tests fail to show significant statistical evidences to difference between the dimensions of performance management system towards their size of organisation. Here, the interactional justice is significant statistically at 0.01 level of significance (P value < 0.01). Hence, There is significantly differs between size of organisation towards interactional justice of performance management system.
Differentiation among the dimensions of PMS towards Nature of Employment

The results do not support general assumptions regarding the differentiation among dimension of Performance Management System towards the nature of employment like Permanent and Temporary/Contract. Therefore, the study results state that even though all the dimensions of performance management system and permanent and temporary/contract employees of the firms. The Mann-Whitney tests fail to show significant statistical evidences to difference between the dimensions of performance management system towards their nature of employment of organisation. There are not statistically significant at the significance level of 0.01 and 0.55 (p value <0.01). So there is no significant difference between the type of employment with the Performance Management System.

5.1.4 Employees Satisfaction Towards Performance Management System

The multiple linear regression analysis has assumptions to come up with estimates and inferences about the parameters of the population being studied. Thus, the three assumptions taken for this study include: normality, linearity, homoscedasticity and independence of residuals checked using residual diagnostic plots.

The results from two well-known tests of normality, the Shapiro-Wilk test as our numerical means of assessing normality. The results indicates that Shapiro-Wilk Test is 0.960, the p value is 0.168 is greater than 0.05, the data is normal. Also result, the plotted points of this study’s a straight line i.e., linear. The assumptions of homoscedasticity refer to equal variance of errors across all levels of the independent and to test for homoscedasticity, the Breush_Pegan Test and White test proved that accept the homoscedasticity. The null hypothesis is rejected because the p values of both tests are significantly greater than 0.05. The results conclude that there is homoscedasticity so no further correction s for the sample are required.

Descriptive Statistics

The level of satisfaction in performance management among the respondents 33.04 per cent followed by 16.45 per cent of the respondents have satisfaction through performance planning, 12.99 per cent of the respondents have satisfaction through
feedback, 8.46 per cent of the respondents have satisfaction through participation in performance management process, 15.32 per cent of the respondents have satisfaction through perceived system knowledge, 12.99 per cent of the respondents are satisfied through procedural justice, 8.46 per cent of the respondents are satisfied through distributive justice and 13.07 per cent of the respondents satisfied through interactional justice.

**Relationship between the employee satisfaction and PMS Process (Correlation)**

To examine the relationship between the employee satisfaction and performance management system factors the hypothesis stated as “H0: There is no significant relationship between the performance management system of the respondents and their satisfaction.” The tables clearly show that employee satisfaction with the management system performance of sample respondents, performance planning, feedback, employee participation, knowledge of the perceptual system, procedural fairness, Distributive justice and interactive justice was positive and significantly with employee satisfaction in the study is connected, is statistically significant at the 0.01 level.

**Multiple Regression Analysis**

Based on the above preliminary test results, the assumptions of the multiple linear regression analysis model have been met. The value of Multiple R (.962) can be interpreted as the model is fit since it is greater than the acceptable value. The variation of R square (0.925) and Adjusted R square (.924) implies that there is insignificant change which in turn tell us that the results can be generalized beyond the sample, i.e., to the population. The model is more efficient in estimating the regression result, with a higher regression fit of 92.4 percent, higher F value of 868.95, and p-value is less than 0.01 level of significance. The multiple linear regression co-efficient (dependent variable) is found to be statistically a good fit as R² is 0.925. It shows that independent variables contributes about 92.5 per cent of the variation in the employee job satisfaction towards performance management system and this is statistically significant at 1% level and 5% level respectively.

It is also observed from the regression coefficient of the model shows that feedback and employee participation in performance management process have p-value more than 0.05 and t-values within the range of -2 to +2. Hence these variables seem not
to be important in the model, so they need to be removed and the remaining factors are considered for fitted regression analysis.

As it also notes that the "planning" performance with p-value of 0.000 and the t-value of 15 033, "Knowledge of the perception system" with a p-value of 0.018 and the t-value of 2380, "procedural fairness "With p-value of 0.000, and a T-value of 46 389," the circulating Justice "with a p-value of 0.000, and a value of 34 763 tons and" Justice Inter actio ale "with p-, And a T value of -4,448 are significant employee satisfaction variables in determining that the system performs performance management towards the study area.

Employee satisfaction of the performance management system is positively and significantly with performance planning, knowledge of the perceptual system, procedural justice, distributive justice and the connected interactive justice in the study. Positive values indicate that there is a direct relationship between the performance management system and employee satisfaction. This was stated by the analytical model of the performance management system and employee satisfaction.

### 5.1.5 Problem of performance management system and Practices

An attempt has been made to find the problems faced by the respondents while implementing the performance management system. To identify the most important problems, Henry Garrett Ranking Technique has been employed and the details of the ranking of problems faced while adopting the performance management system. It could be observed that ‘PM design and process have more inappropriate structure of different level of employees’ has been ranked first by the sample respondents in the study area with a mean score of 24.779 points. It is followed by 24.484 mean score points for ‘PMS is the managerial yardstick for reducing compensation and promotion’ got second rank. The respondents opined that ‘The system was not adopted organisation-wide; special groups opt out quite unreasonably and unfairly’ occupied the third rank with a mean score of points of 24.482. ‘Performance management creates employees retention than layoff’ and ‘Avoid Timely & Accurate feedback on my Performance & Growth’ got 4th and 5th ranks with the mean score of 24.390 and 24.122 points respectively.
Similarly, ‘Conflict relationship between employees with peers’, ‘Individual appraisal ruins teamwork and team spirit’ and ‘Performance evaluation creates anxiety and job stress.’ were placed in 6th rank, 7th rank and 8th ranks with a mean score of 24.095, 23.961 and 23.680 points respectively. Finally, the problems of ‘Confounds different functions such as punishment, coaching, development, pay decisions and legal documentation’ and ‘Chances for criticism of low-performers and become demoralized’ the mean score of 23.318 and 21.964 were placed in 9th rank and 10th rank.

**Factor Analysis**

To identify the factors and analyse level of contribution of factors underlying the performance management practices in software firms. For the purpose, the identification of influencing variables with the help of factor analysis has been carried out and those identified factor taking into considered. Bartklett’s Test of Sphericity evaluated the null hypothesis that the correlation matrix an identity matric (all the values in the diagonal are 1 and all the off-diagonal values (correlations) are zero) which would indicate no relationships among the variables, and thus no basis on which to proceed with factor analysis. A significant test result allows us to proceed with the factor analysis.

It should be noticed that the first components accounts for most of the variances (10.39%), the second, third and fourth account for 9.26%, 8.29% and 6.915% of the variances and rest of the values for remaining variables. Nine components are extracted because of their Eigen values being greater than one. Together they account for approximately 61% of the variance in the decathlon score.

It is noticed that almost every variable loads into the first component in the components matrix. While it is helpful that factor loading of less than 0.442 are not displayed, with the first four component account for so much of the variability in the decathlon scores, it is hard to see any separation between the variables.

The first rotated factor F1, explains 10.39 of total variances, and revealing the strong associations between the variables such as ‘Performance Measurement Objectives are well defined’, ‘The Reasons For Changing in Policies & Procedures are explained well to Employees’ and ‘ having loading of 0.817, 0.806 and 0.692 respectively factor 1.
It is recommended that the 1st factor is a grouping of these variables. Therefore, these factors can be interpreted as ‘Organizational Objectives, Policies and Culture’.

The factor 2, it can be seen that ‘Rewards & Recognition Schemes are fair & transparent’, ‘Strategies of Performance Management in Career Development in this Organisation is good’, ‘Policies & Strategies of Performance Management are Periodically Reviewed’, ‘In this Company the policies on Performance Management is flexible’ and ‘The work Rules, Policies & Procedures on Performance Management are Fair and consistently applied to all employees’ have a high loading of 0.668, 0.616, 0.549, 0.501 and 0.442 respectively. These variables can be clubbed into a single factor called ‘Consistency and Flexibility of strategic PMS’.

The factor 3, it is evident that ‘Excellence in Performance & achievements of results are rewarded in time’ and ‘Team Evaluating & Recognition for team schemes are fair’, ‘I receive adequate Recognition for my Contributions’, ‘I have clear understanding in Reward Strategy’, ‘I see strong evidence of effective leadership from senior Management’ and ‘Competency models in Performance Management in this company are well assessed’ have loading of 0.796, 0.727, 0.594, 0.666, 0.581 and 0.524 respectively and for the consideration and convenience of the relative factor 4 has been clubbed into factor 3. Hence, these factors can be termed as ‘Team, Leadership and Individual Sprits’.

As for factor, it is evident that ‘The Company gives adequate Training to Improve Managerial & soft skills’, ‘I Feel my Job is secure in the Company, as long as I Perform well’, ‘Democratic Leadership style is Followed in this Company’, ‘I feel Good in present Organisation Culture’ and ‘I feel good I Present Leadership style in this Company’ and ‘The Company’s Policies & Procedures on Performance Management Create a Positive Work Environment for me’ have loading of 0.768, 0.679, 0.769, 0.826 and 0.598 respectively, and these factor can be clubbed according to the nature for common variable be treated as ‘Democratic and Positive work environment’.

Friedman’s Non-parametric Test

Friedman test is a nonparametric alternative to the repeated measures analysis of variance. The Friedman test is the nonparametric equivalent of one-sample repeated measures design or a two-way analysis of variance with one observation per cell.
Friedman tests the null hypothesis that k-related variables come form the same population. The Friedman rest statistic us mainly to rank the variables. The factors that influence the respondents towards the performance management practices were classified into four dimensions, like Organizational Objectives, Policies and Culture, Consistency and Flexibility of strategic PMS, Team, Leadership and Individual Sprits and Democratic and Positive work environment factors. The variables used in these four dimensions are developed with the help of literature as well as with the help of earlier studies and classified using factor analysis.

**Organizational Objectives, Policies and Culture**

The asymptotic significance is the approximate probability of obtaining a chi-square statistic as extreme as 37.629 with 2 degree of freedom in repeated samples if the ranking of each factors are not truly different. Because a chi-square of 37.636 with 2 degree of freedom is unlikely to have arisen by chance, it has to be concluded that 357 respondents do not have equal preference for factors. It can be concluded that among the factors well defined Performance Measurement Objectives in influencing the performance management practices. The chi-square test Friedman value is 37.629 with 2 degrees of freedom p-value is 0.000, which is less than 0.01. Hence, we reject the null hypothesis stated that “There is no significant differences of PMS variables in the median rating among the samples”. It can be concluded that there is significant difference of Organizational Objectives, Policies and Culture in the median rating among the samples.

**Consistency and Flexibility of strategic PMS**

Among the five factors, Rewards & Recognition Schemes are fair & transparent (2.335) is ranked first. It is followed by In this Company the policies on Performance Management is flexible (2.234), Policies & Strategies of Performance Management are Periodically Reviewed (1.908), Strategies of Performance Management in Career Development in this Organisation is good (1.891) and The work Rules, Policies & Procedures on Performance Management are Fair and consistently applied to all employees (1.859) which are ranked second, third, fourth and fifth respectively. Thus, it can be concluded that among the five factors, ‘Company the policies on Performance Management is flexible’ play a major role in influencing the performance management
practices in software industry. The Friedman chi-square value is 14.522 with 4 degrees of freedom and the p-value is 0.000 which is less than 0.01. Hence, we reject the null hypothesis stated that “There is no significant differences of PMS variables in the median rating among the samples”. It can be concluded that there is significant difference of Consistency and Flexibility of strategic PMS in the median rating among the samples.

Team, Leadership and Individual Sprits

Among the five factors, Team Evaluating & Recognition for team schemes are fair (3.340) is ranked first. It is followed by I see strong evidence of effective leadership from senior Management (3.245), Competency models in Performance Management in this company are well assessed (2.842), Excellence in Performance & achievements of results are rewarded in time (2.808) and I Receive adequate Recognition for my Contributions (2.765) which are ranked second, third, fourth and fifth respectively. Thus, it can be concluded that among the five factors, ‘Team Evaluating & Recognition for team schemes are fair’ play a major role in influencing the performance management practices in software industry.

The Friedman chi-square test calculated value is 51.273 with 4 degrees of freedom and the p-value is 0.000 it is less than 0.01.

Hence, we reject the null hypothesis stated that “There is no significant differences of PMS variables in the median rating among the samples”. It can be concluded that there is significant difference of Team, Leadership and Individual Sprits in the median rating among the samples.

Democratic and Positive work environment

Among the six factors, I feel good I Present Leadership style in this Company (4.566) is ranked first. It is followed by The Company’s Policies & Procedures on Performance Management Create a Positive Work Environment for me (4.357), I Feel my Job is secure in the Company, as long as I Perform well (3.461), The Company gives adequate Training to Improve Managerial & soft skills (2965), I feel Good in present Organisation Culture (2.853) and Democratic Leadership style is Followed in this Company (2.798) which are ranked second, third, fourth, fifth and sixth respectively.
Thus, it can be concluded that among the six factors, ‘I feel good I Present Leadership style in this Company’ play a major role in influencing the performance management practices in software industry.

The computing chi-square test results 381.70 with 5 degrees of freedom and the p-value is 0.000 which is less than 0.01. Hence, we reject the null hypothesis stated that “There is no significant differences of PMS variables in the median rating among the samples”. It can be concluded that there is significant difference of Democratic and Positive work environment in the median rating among the samples.

5.2 Suggestion

1. From the analysis, it is inferred that the respondents of permanent employees have perceived maximum level perception, hence the study suggest that the software companies should focus on contract employee performance also.

2. The study shows that the employee has found high performance management, as compared to the male group. Hence the software firms concentrate the male respondents to deliver better performance.

3. The study found that the 45-year age group of employees receive the highest level of perception in performance management practices. Hence, the study suggests that the software firms give more importance to the other age group of employees also.

4. The study shows that employees who have received in performance management practices that other participants with postgraduate training the highest level of perception. Hence, the software firms concentrate the other qualification of the respondents such as Diploma, Undergraduate etc.,

5. This suggests that respondents earn less than 3 lakh per year have received the highest level of perceived practice in performance management than the other type of income. For this reason the software firms give equal importance to all the employees and based on the salary.

6. An analysis of 0 to 5 years of personal experience has to have a maximum level of perception by performance management practices. Therefore the software firms need to encourage the senior employees while adopting the performance management practices.
7. It is found from the analysis the majority (55.5%) of the respondents opined that the choice of organization has been based on salary. Hence Software firms while recruiting the employees should assure to create positive environment, and satisfied the employees.

8. It is found from the analysis that the majority (69.2%) of the respondents have aware of the present practices of performance management system. Hence, the study suggests that the software firms take initiation to achieve hundred percentage of awareness about the performance management system among the employees.

9. The performance review analysis that the majority (58.0%) of the respondents has been identified the performance review through superior appraisal. Hence, the superiors of the software companies act as the correct judges and should not have any personal bias.

10. It is found from the analysis the majority of the respondents opined that the report of the appraiser after reviewing the performance was training and development needs. Hence, the software companies need to provide effective and innovative in service training in stipulated timings.

11. The majority (64.4%) of the respondent’s performance assessed through observation techniques. Therefore the performance appraiser of the software companies need keen observation and study in all aspects of employee performance.

12. From the analysis the majority of the respondents agree to achieve the organization goals through performance management system. Hence the organization should emphasis on improving the performance of the employees by adopting innovative ideas in performance management system.

13. The study identified that the majority of the organizations don’t create a participative environment for their employees. Successful organizations history shows that they had participative environment which makes the employees to put their whole effort. Therefore the administration’s attempt to generate the participative atmosphere.
14. Though majority of the respondents are aware about their job responsibilities, the percentage is only 61.9. Hence the organization must focus on make the reaming employees to be aware of their job responsibility which leads to the continuous growth of organization.

15. From analysis found that the majority of the respondents have not received the awards in time. Generally the appreciation leads to the improvements and enhancement of the employee performance. So the organization awards the employee in proper time.

16. From the findings the majority of the respondents have felt current performance system is to speed up to market expectations. Hence the study suggests that the software companies need to fulfill the employer expectation and it helps to improve their performance.

17. It is felt from the analysis the majority (50.4%) of the respondents opined that the performance management system is not linked with making employees promotion decisions. So the organization must link the performance management system with promotion decision, because the employees expect moving to next level.

18. From the correlation and regression analysis Feedback, employee participation in management process and distributive justice were found negative and statistically insignificant relationship with employee satisfaction. Hence the software companies create innovative feedback system for employees, give more opportunities and importance to participate in management process.

19. The problems faced by the respondents while implementing the performance management system was studies and it is identified that the “salary” and job security was the major problems faced by the employees while adopting the performance management system. Hence the study suggests that the software companies need to concentrate on giving salary based on their performance and ensure their job security.
5.3 Conclusion

The perception of employees discovered in various aspects of personal and business functions with the premenstrual syndrome practices that employees are more satisfied with current performance management practices. The study demonstrated the high level of perceived gender-based age, annual salary and professional experience of performance management practices. Satisfaction of employees with the desired size of output management system respondents sample, performance planning, feedback, employee participation, knowledge of the perception system, procedural fairness, equity and Justice were interactively positive and significantly associated with employee satisfaction. Positive values indicate that there is a direct relationship between the performance management system and employee satisfaction is also explained by the analytical model of performance management system and employee satisfaction. It is concluded that the successful implementation and sustainable of performance management system and practices can be identified the variables of Organizational Objectives, Policies and Culture, Consistency and Flexibility of strategic PMS, Team, Leadership and Individual Sprits and Democratic and Positive work environment are essential for the software industry..

Organizations need to improve the feedback process, audit results and increase employee confidence in the Performance Management System. However, another important exploration of this study is that each line of authority plays an important and significant role in the performance management process. Contributing timely communication, making meetings frequent design individual evaluation forms, transparency in the allocation of rewards, can improve both individual and organizational performance. This study empirically investigated the PMS practices of the selected software company in Bangalore followed a detailed picture of how performance management takes place in these organizations.