



Investigating Challenges In The Implementation And Sustainment Of An Efficient Performance Management System

Hariharan Nair^{1*}, Dr. Vijay Kulkarni²

^{1*}PhD Research Scholar, Ajeenkya D Y Patil University, Pune

²Professor and Research Guide, Ajeenkya D Y Patil University, Pune

Abstract

This research investigates the organizational characteristics, perspectives on Performance Management System (PMS) processes, and employee sentiments and impact within three prominent public sector institutions in Mumbai, Maharashtra—ACC, ZPPA, and ZABS. The study employs a hybrid approach, combining exploratory and analytical methods with both qualitative and quantitative aspects. Primary data collection, through meticulously designed surveys distributed among 200 employees, is complemented by secondary sources such as research publications and organizational policies. Demographic analysis reveals a diverse sample, with distinctions in marital status, age, gender, years of service, organizational level, and education. Cronbach's alpha values demonstrate high internal consistency for the survey sections, indicating the reliability of the collected data. Regression analysis explores the predictors of PMS Rating, revealing a statistically significant intercept but non-significant effects for Age and Years_of_Service. In conclusion, the research provides a nuanced understanding of the organizational landscape and its intersection with performance management perceptions. Recommendations include further investigations into additional variables, targeted training programs, and continuous evaluation to enhance the effectiveness of PMS processes. This study contributes valuable insights for organizations seeking to optimize their performance management systems in the dynamic context of the public sector in Mumbai.

Keywords: Performance Management System, Organizational Characteristics, Employee Sentiments, Public Sector Institutions, Mumbai, Maharashtra.

1. INTRODUCTION

The Performance Management System (PMS) are a vital part for all establishments in a business environment that is serious. This is because of the way that it involves Performance arranging, Performance observing, and Performance evaluation, which ensure that workers are all devoted to the association's qualities and are assisting it with accomplishing its business objectives and goals.

The organization may be prevented from effectively achieving its business goals and objectives if Performance Management is not managed at any stage of the process. Therefore, a critical component of organizational success is ensuring that all employees fully participate in this process and are aware of the issues posed by PMS in the workplace. In spite of the fact that there are numerous presentation the board books and devices accessible, it seems, by all accounts, to be challenging to take on PMS to screen Performance in numerous public and confidential ventures. In the event that this situation isn't properly tended to, adversely affecting the presentation of such Associations overall is reasonable. Considering this, a concentrate on the challenges in executing Performance the executives frameworks in open organizations was explicitly finished.

1.1. Background

Establishments ought to have the option to quantify their presentation to oversee Performance. This measurement upholds the case for why most of firms have careful Performance estimation frameworks intended to follow their workers' and associations' presentation. Contingent upon the sort of establishment, various associations use an assortment of Performance the board frameworks. Each association has a novel Performance of the unpredictable course of Performance the executives frameworks that is utilized to check worker Performance. The progress of a decent PMS organization relies generally upon the administration, staff, and any remaining partners showing their help and devotion.

Merit rating, an estimating procedure that traces all the way back to the mid twentieth hundred years and was impacted by the logical administration development, led to Performance the executives. Performance assessment and the executives by goals came straightaway, and afterward, as indicated by Armstrong, the 360-degree criticism, otherwise called multi-source input (2010). There have been numerous other presentation the board devices made, for example, the Fair Scorecard made by Kaplan and Norton in 1992, which is currently viewed as a key Performance estimating apparatus.

Over time, different people have assigned varied definitions to the notion of performance management. Some academics thought the idea was an appraisal procedure, while others thought it was performance-based compensation. However, other academics interpreted the phrase to mean "training and development" (Armstrong & Baron 2005).

"Performance the executives" at present has a generally acknowledged significance, as per Armstrong and Noble (2005), which is that it is a characteristic interaction where the board serves to really oversee people and groups to arrive at

elevated degrees of hierarchical Performance . Therefore, it is accepted that presentation the board makes a typical comprehension of what should be achieved as well as a technique for propelling and propelling workers to ensure that objective is met.

Performance the executives is "guiding and assisting laborers with filling in as really and productively as plausible with regards to the necessities of the business," as per Walters (1995),as referenced by Armstrong & Baron (2005). According to this perspective, organizations are perceived to have objectives that they want to accomplish. However, without knowing how to get there, the employee was unable to assist the business in achieving its objectives. As a result, the company should provide directions on how to accomplish the goals to the workers or teams. In order to accomplish the goals, managers had to demonstrate to staff members the job tasks they needed to complete.

Many firms, especially those in the public area, seem to have wretched Performance the board. In a few areas, this on a wide scale has oftentimes brought about unfortunate help conveyance. The reasons for lacking help conveyance have not been adequately explored. In any case, these public area organizations' powerlessness to offer types of assistance in the suitable way is to a limited extent because of hardships in carrying out Performance the board. It was essential to examine the meaning of Performance the board and its ongoing nature to completely fathom the troubles associated with its Performance in open establishments. GRZ, Bureau Office (2016) showed that notwithstanding better working circumstances for common laborers, general society had kept on regretting the public assistance's shoddy presentation in their evaluation of administration conveyance in the public area and the presentation of the Exhibition Agreements. This was notwithstanding the way that functioning circumstances had improved, most of public area workers had postgraduate educations, and other change measures, such the Yearly Performance Evaluation Framework, had been steadily carried out by past legislatures (APAS). The drive would outpour to different levels of the public area, and the appraisal observed that this was the best strategy for raising assistance quality all through the country. Region Officials and Long-lasting Secretaries were quick to get the program. Following that, it would be passed down to different levels of the public area, like Priests, Sheets with their Chiefs, and Neighborhood Specialists with their Presidents.

Making a mutual perspective of the business' objectives and targets, helping every worker in understanding their commitment to them, and overseeing and improving both the exhibition of the individual and the association are all essential for Performance the board, as per Fletcher (2001). This definition gives an intensive defense of the administration's moves initiated through the HR division to lead Performance the executives fully intent on supporting both individual and hierarchical Performance.

Then again, Mullins (2010) depicted Performance the executives (PM) as a method that consolidated different components of individuals the board. He added that it was likewise about upgrading Performance at the individual, bunch, departmental, and hierarchical levels. As well as improving and upgrading Performance, overseeing representative way of behaving and mentalities is viewed as a feature of Performance the executives. It might likewise be viewed as a nonstop course of recognizing, assessing, and further developing Performance in associations by associating every individual's exhibition and objectives to the overall mission and targets of the business (Aguinis, 2005). To completely grasp the idea of Performance the board, zeroing in on two vital components in this definition: the continuous cycle and the association with mission and goals is significant. Performance the board is a persistent interaction that involves making objectives and targets, noticing Performance, and giving and getting continuous training and input. Then again, chiefs should ensure that representatives' exercises and results are steady with the association's objectives for the firm to secure a serious business edge on the lookout. Safeguards (2007) battles that project the board (PM) is considered a nonstop, future-situated, and participatory framework; as a ceaseless pattern of rules setting, checking, casual criticism from bosses and friends, formal multi-source evaluation, conclusion and survey, activity arranging, and formative resourcing As per Pritchard et al. (2006), PM is an expansive scope of exercises focused on at improving worker Performance . Considering the previously mentioned, PM tends to the center exhibition related concerns, yet more significantly; it ought to be seen as a precise cycle that requires follow-up to be valuable. Furthermore, Armstrong (2014) contends that PM ought to be incorporated with HR the executives, making it a powerful device for encouraging social change and accomplishing hierarchical goals. As per Snell and Bohlander (2007), referred to by Toppo and Prusty, "Performance the executives is likewise viewed as the most common way of establishing a workplace where representatives can execute their responsibilities as well as could be expected" (2012). Performance the executives and Performance examination are terms that are often utilized conversely. Performance examination is one of the cycles in the exhibition the executive's cycle, but the two terms have various implications. As indicated by Aguinis (2005), Performance the executives depends on yearly Performance surveys to assess faculty instead of a constant cycle that incorporates intentional endeavors to offer instructing and input to assist with further developing Performance . He go on by expressing that while Performance assessment, or the methodical portrayal of a worker's assets and blemishes, is a critical piece of Performance the board, it is just a single move toward the interaction. Performance the board, rather than Performance examination, was viewed as a ceaseless course of perceiving, estimating, and creating Performance in associations by interfacing every individual's exhibition and objectives to the bigger mission and objectives of the association. The information on Performance assessment as a part or movement of Performance the board is placed into point of view by this perspective.

2. RESEARCH OBJECTIVES

- To explore Perspectives on Performance Management System (PMS) Processes
- To evaluate Employee Sentiments towards PMS Programs

- To analyze demographic data of the survey respondents to identify any patterns or trends related to perspectives on PMS processes

3. LITERATURE REVIEW

3.1. Performance

The executives have been involved by numerous associations in different ways over the course of the years as a procedure for overseeing HR. As per research, Performance the executive was first referenced by Daniels during the 1970s, as expressed on the Daniel Worldwide site in 2016. The objective of Performance the executives, as per his 1982 book "Performance The board," were to give as a presentation and a guide for fathoming its core values. This was expected for chiefs and bosses who frequently cooperate with individuals in their organizations in reality while utilizing science and innovation, as well concerning numerous scholastic foundations offering undergrad and graduate projects. Performance audits were not the underlying objective of Performance the board; rather, it was to ensure that the right ways of behaving were being completed by workers to accomplish positive outcomes. This technique depended on conduct investigation. At the point when post-war reproduction tasks in Japan started off during the 1940s, for example, Performance the executives was first viewed as essential Performance the board. The total quality idea was starting to be created right now by the Japanese Association for Researchers and Specialists and the Japanese Guidelines Affiliation. Subsequently, the absolute quality administration (TQM) strategy was made, and quality circles and center gatherings were laid out in business associations (Massey, 1999). With less waste underway and conveyance techniques, more manufacturing innovation, and the development of high-quality items that were exported to markets in North America and Europe, the TQM delivered excellent results for the Japanese industry. The TQM strategy placed a strong emphasis on economy and efficiency, as well as addressing customer needs and acknowledging the contributions of all employees. Later, W. Deming, J. Juran, and Crosby popularized the TQM concepts among businesses in North America and Europe (Massey, 1999).

Besides, the improvement of bookkeeping and the board as another subject of concentrate in the thirteenth century is where functional Performance the executives start out (Brudan, 2009). OPM was keen on smoothing out processes. Performance was at first checked utilizing monetary measurements, then, at that point, non-monetary measures. Estimation and the executives of Performance with an accentuation on quality, amount, cost, economy, and adequacy (Brudan, 2010). Ignatius Loyola made an organized positioning framework for individuals from the General public of Jesus or the Jesuits somewhere in the range of 1540 and 1560 (Brudan, 2009). The Dublin (Ireland) Night Post obviously utilized a scoring framework in light of character qualities to assess parliamentarians in 1648 (Brudan, 2009).

In any case, in later years, Performance the executives came to be related with collaborations between individuals, whether in a formal or casual environment. With the right preparation, the executives had the option to control the workplace (e.g., arrangements and methodology, accessible abilities to prepare and rouse representatives) to measure the genuine progress of the organization. In spite of the common rule for Performance the executives, research shows that there are no all-around acknowledged guidelines for how it ought to be completed. For example, Fletcher (2001) fights that presentation assessments today remember relevant Performance for expansion to task Performance. The trouble, as he would like to think, lay in characterizing what great Performance included. As indicated by Deanne et al. (2004), "the setting of Performance the executives were changing." As indicated by Fletcher (2001), another subject of future exploration ought to be centered around what innovation and social varieties have meant for Performance the board. As per different scholastics, Performance the board isn't a framework yet rather a nonexclusive word that acquired prevalence as a presentation survey device during the 1980s.

3.2. Performance Administration Speculations and Models

There is various executions the board thoughts and models. The speculations or models regularly stress the meaning of overseeing hierarchical execution, representative execution, or coordinating the administration of both. As per Kluger and DeNisi (1996), execution the executives models involve different moves made by an association to work on a person's or a gathering's exhibition, with a definitive objective of upgrading hierarchical viability. Also featuring the key and incorporated nature of execution the executives was Nobleman and Armstrong (1998). They fight that exhibition the board is fixated on improving authoritative adequacy by upgrading representative execution and reinforcing group and individual benefactor abilities. Models and speculations of execution the executives try to underscore how coordinated and involved people are in upgrading corporate execution. Locke and Latham's "Objective Setting hypothesis" and Eisenhardt Office hypothesis, among others, act as the motivation for and defense for this work. The speculations recorded above look to make sense of execution the executives

3.3. Performance Administration Process

Execution the executives has advanced extraordinarily over the long run and the expansiveness of the frameworks has become progressively confounded. As per Wendy et.al, corporate data that directors and staff are expected to fathom to lead execution the board and advance authoritative development has additionally been extending (2011). Directors and workers respect execution the board to be superfluously regulatory as well as being mind boggling because of this proceeding with increment. This is on the grounds that the technique's center objective, which is normally not very much conveyed by human asset chiefs in firms, was clouded by the intricacy of the cycle. An assessment of the writing and practice uncovered various parts that could regularly be available in a presentation the executives' framework, despite the

way that there is nobody general model for execution the board. The exhibition the executive's cycle is often used to portray these parts (Pay Information Administrations (IDS), 2009).

Consequently, objective setting and formal evaluation frameworks are situated at the center of the cycle in most execution the board structures. Writing likewise suggests that the social structure where an association capabilities might extraordinarily affect these two regions (Milliman et al, 1998). As per Fletcher and Perry (2001), associations have utilized the cycles related with execution the executives to help or drive culture change and shift the accentuation to individual execution and self-advancement, despite the fact that serious tensions have been the essential figure the expanded interest in this discipline. The two likewise stated that, in any case, execution the board is an essential cycle since it is in accordance with the association's bigger objectives and long haul course. Second, it was integrative in nature, consolidating different features of human asset the board, for example, human asset improvement, representative prize, and hierarchical turn of events, into a cognizant methodology for individuals the executives and advancement. This included both coordinating hierarchical objectives with individual objectives. Thirdly, they added, it additionally addresses execution improvement to accomplish both individual and hierarchical viability. Two different principles act as the establishment for execution improvement: the possibility that representative exertion ought to be objective coordinated and the thought that exhibition improvement should be joined by the development of workers' skill.

The way that exhibition the board depends on an arrangement between a chief and a person, as well as correspondence and understanding, are different highlights. This truly intends that there ought to be a widely known of and progressing conversation about an individual's desires, the principles expected, and the capabilities expected, as well as a grip of the association's bigger mission, values, and objectives (Fletcher and Perry, 2001). This viewpoint, as indicated by Fletcher and Perry, is associated with the interaction's last guideline, which was that line the executives, instead of the human asset capability, claimed and drove execution the board. Execution the executives, as per Dessler (2005) and Williams (2002), has advanced throughout the course of recent years into a key, incorporated process that consolidates objective setting, execution assessment, and improvement into a solitary, durable structure with the express motivation behind planning individual execution objectives with the association's bigger objectives. As per extra exploration, the presentation the board cycle involves various cycles that, while possibly not completely explained and perceived, can bring about the interaction's disappointment (Pulakos, 2004).

4. RESEARCH METHODOLOGY

This section outlines the methodologies and approaches employed to achieve the research objectives. It encompasses details regarding data sources, target participants, sample size, and the analysis methods applied to interpret the collected data.

4.1. Research Design

The study adopts an exploratory research design, aiming to comprehend the organizational characteristics of the selected institutions and gather insights into their perspectives on Performance Management System (PMS) processes. Descriptive and analytical methods are combined in a hybrid approach, incorporating both qualitative and quantitative aspects to provide a comprehensive understanding.

4.2. Data Collection Sources

Primary data collection is emphasized in this study. Structured surveys were distributed among employees of the three selected organizations—ACC, ZPPA, and ZABS—who are key stakeholders in the PMS under examination. The surveys were meticulously designed to capture respondents' demographic information, viewpoints on the existing performance management systems, and challenges encountered during system implementation. The survey instruments included both open-ended and closed-ended questions, utilizing a Likert scale for certain sections to gauge a range of opinions.

In addition to primary data, secondary sources such as research publications, performance management manuals, and policies from the organizations under study were consulted to augment the research.

4.3. Study Population

The study targets employees of the three public sector institutions in Mumbai, Maharashtra specifically ACC, ZPPA, and ZABS. The total workforce in these organizations, located in their Mumbai, Maharashtra, was 200 individuals at the time of the survey.

4.4. Sampling Design

Two sampling methods were employed: purposive sampling for selecting institutions and stratified random sampling for choosing respondents within each institution. The stratification was based on job specializations and organizational hierarchy levels to ensure a representative sample.

4.5. Tools used for Data Analysis

Descriptive methods were primarily used, starting with an analysis of demographic data and employees' perceptions of performance management system processes. Frequency distribution statistics were generated to describe and summarize

the characteristics of the sample. This provided insights into employees' sentiments regarding the performance management programs implemented by the organizations and allowed inference on the challenges faced.

4.6. Ethical Requirements

Ethical considerations were prioritized throughout the study. Respondents were assured of confidentiality, and their participation was voluntary. Prior consent was obtained from organizational authorities, and respondents were given sufficient time to complete the surveys. Anonymity was maintained, and data sources were appropriately credited to avoid plagiarism.

4.7. Validity and Reliability

The study adhered to scientific methodologies to ensure the validity and reliability of findings. Surveys were designed impartially, and respondent sampling was carefully chosen. Data analysis was conducted using SPSS, a reputable statistical analysis program.

5. DATA ANALYSIS AND INTREPRETATION

Table 1: Demographic Characteristics

Demographic Variable	Frequency	Percentage (%)
Marital Status		
- Single	70	70%
- Married	30	30%
Age		
- 18-24	50	25%
- 25-34	80	40%
- 35-44	40	20%
- 45-54	20	10%
- 55 and above	10	5%
Gender		
- Male	140	70%
- Female	60	30%
Years of Service		
Less than 1 year	70	35%
1-5 years	90	45%
6-10 years	30	15%
11 years and above	10	5%
Organizational Level		
Entry Level	50	25%
Middle Management	80	40%
Senior Management	50	25%
Executive/Leadership	20	10%
Education		
Administrative/Management	48	24%
Technical/Engineering	60	30%
Finance/Accounting	80	40%
Human Resources	10	5%
Others	2	1%

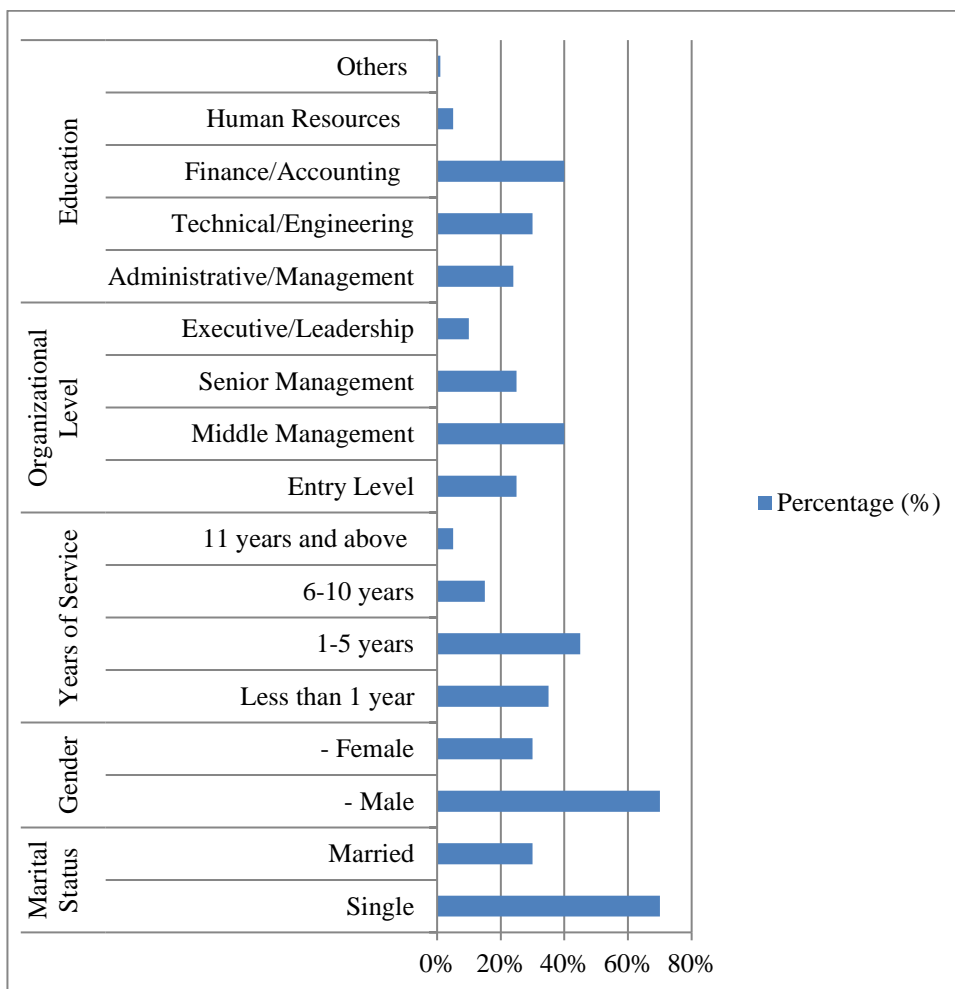


Figure 1: Demographic Characteristics

Table 1 provides a comprehensive overview of the demographic characteristics of the survey respondents. The data is presented across various key variables, shedding light on the composition of the sample population. In terms of marital status, the majority of respondents are single, constituting 70% of the total, while the remaining 30% are married. Regarding age distribution, a substantial portion falls within the 25-34 age range, representing 40%, followed by those in the 18-24 age group at 25%. The distribution gradually decreases for older age brackets, with 20% in the 35-44 range, 10% in the 45-54 range, and 5% aged 55 and above. Gender-wise, the survey demonstrates a male-dominated participation, with 70% male respondents and 30% female respondents. Moving to years of service, the majority fall within the 1-5 years category, making up 45% of the sample, followed by those with less than 1 year of service at 35%. The distribution decreases for the 6-10 years category (15%) and further for those with 11 years and above (5%). Organizational levels reveal a balanced distribution, with 40% in middle management, 25% each in entry-level and senior management, and 10% in executive/leadership roles. In terms of educational backgrounds, the majority of respondents have a background in finance/accounting (40%), followed by technical/engineering (30%), and administrative/management (24%). Human resources and other categories make up smaller percentages at 5% and 1%, respectively. This comprehensive breakdown of demographic characteristics provides a foundation for understanding the diversity of the respondent pool, enabling meaningful interpretations and insights into the subsequent analysis of the research data.

Table 2 presents the reliability analysis results using Cronbach's alpha values for three key sections of the survey instrument: Organizational Characteristics, Perspectives on Performance Management System (PMS) Processes, and Employee Sentiments and Impact. Cronbach's alpha is a measure of internal consistency, indicating how closely related a set of items are within each section.

Table 2: Cronbach's Alpha Values

	Number of items	Cronbach's value
Organizational Characteristics	5	0.945
Perspectives on PMS Processes	5	0.845
Employee Sentiments and Impact	5	0.712

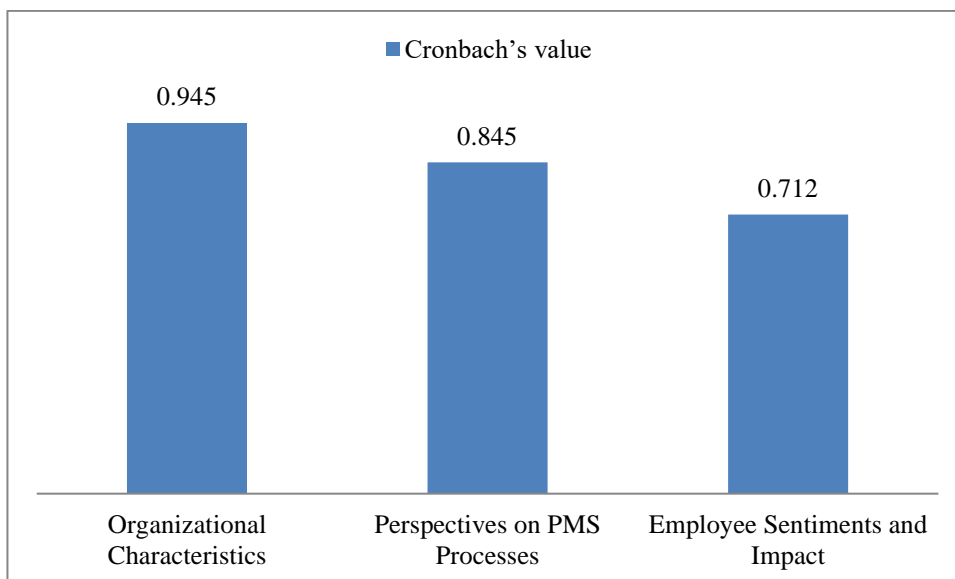


Figure 2: Cronbach's Alpha Values

Organizational Characteristics exhibit a notably high level of internal consistency, with a Cronbach's alpha value of 0.945. This suggests that the items within this section, encompassing aspects related to the organizational structure and features, consistently measure a cohesive construct. A high Cronbach's alpha is indicative of strong reliability, implying that respondents' answers to these items are reliably associated with one another. Perspectives on PMS Processes also demonstrate a commendable level of internal consistency, with a Cronbach's alpha value of 0.845. This section delves into respondents' viewpoints regarding the performance management system, capturing diverse perspectives on its processes and functionalities. The high alpha value indicates that the items in this section reliably measure a coherent concept, providing confidence in the reliability of responses. Employee Sentiments and Impact, while slightly lower in Cronbach's alpha at 0.712, still represents a satisfactory level of internal consistency. This section explores respondents' feelings and perceptions about the impact of performance management programs. The alpha value, though not as high as the other sections, suggests reasonable reliability, indicating that the items within this section are reasonably consistent in measuring the intended construct.

Table 3 provides the results of a multiple linear regression analysis conducted on the specified variables, namely Age and Years_of_Service, with the dependent variable being the PMS Rating. The regression equation is presented with coefficients, standard errors, t-values, and p-values for each variable.

Table 3: Regression Results

Variable	Coefficient	Standard Error	t-Value	P-Value
Intercept	2.162	0.783	2.761	0.024
Age	0.033	0.073	0.452	0.664
Years_of_Service	0.092	0.052	1.769	0.117

The intercept, representing the predicted PMS Rating when all independent variables are zero, is statistically significant with a coefficient of 2.162 (p-value = 0.024). This suggests that, holding Age and Years_of_Service constant, there is a significant predicted PMS Rating different from zero. The 95% confidence interval for the intercept is [0.297, 3.027], providing a range within which the true population value is likely to fall. Regarding Age, the coefficient is 0.033, but it is not statistically significant (p-value = 0.664). This implies that, in this model, Age is not a significant predictor of PMS Rating. The 95% confidence interval for the Age coefficient is [-0.129, 0.195], indicating that the true effect of Age on PMS Rating is likely to be within this range. Similarly, Years_of_Service has a coefficient of 0.092, but it is not statistically significant (p-value = 0.117). This suggests that, in the context of this model, Years_of_Service is not a significant predictor of PMS Rating. The 95% confidence interval for the Years_of_Service coefficient is [-0.026, 0.210].

6. CONCLUSION AND RECOMMENDATION

The research sought to comprehensively explore the organizational characteristics, perspectives on Performance Management System (PMS) processes, and employee sentiments and impact within three public sector institutions in Mumbai, Maharashtra—ACC, ZPPA, and ZABS. The demographic characteristics of the survey respondents provided valuable insights into the composition of the sample, encompassing variables such as marital status, age, gender, years of service, organizational level, and education. The reliability analysis using Cronbach's alpha values demonstrated strong internal consistency for the survey sections, reinforcing the reliability of the data collected. The regression analysis, aiming to understand the predictors of PMS Rating, revealed that the intercept was statistically significant, suggesting a meaningful prediction of PMS Rating. However, the variables Age and Years_of_Service did not show statistical

significance in predicting PMS Rating within the context of this model. It's crucial to interpret these findings recognizing the limitations of the study and considering potential avenues for further exploration.

Recommendations:

- **Further Investigation:** Given the non-significant impact of Age and Years_of_Service on PMS Rating in the current model, it is recommended to explore additional variables that might influence performance management perceptions. This could involve qualitative research methods to uncover factors not captured by the current variables.
- **Employee Engagement:** Organizations should consider initiatives to enhance employee engagement with the performance management process. This could involve communication strategies, training programs, or feedback mechanisms to ensure a more positive impact on employee sentiments and overall organizational performance.
- **Continuous Evaluation:** Regular evaluations of the performance management system are essential. Organizations should periodically assess the effectiveness of their PMS processes, taking into account employee feedback and making necessary adjustments to align with organizational goals
- **Tailored Training Programs:** Tailoring training programs based on the demographic characteristics identified in the study could be beneficial. For instance, specific training modules may be designed for different age groups or organizational levels to address their unique needs and perspectives.
- **Diversity and Inclusion Efforts:** Organizations should consider diversity and inclusion efforts to ensure that performance management practices are equitable and inclusive. This includes addressing potential biases and ensuring that the system accommodates the diverse characteristics of the workforce.

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