Performance Management System as a Measure of Employee Motivation: A Study of Pharmaceutical Companies in NCR

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Abstract

The research is intended to measure the impact of Performance Management System on Employee Motivation to assess a person's performance against set goals and targets, identifying his strengths and areas requiring improvement and to improve the organizations performance through the enhanced performance of the individuals. The data of 92 employees has been collected through questionnaire comprising 13 items' scale based on Performance Management System. The Analysis has been done through factor analysis, reliability statistics, correlation analysis and regression analysis to analyze the data using SPSS 16. 0. The most important variables which are affecting the study are Managerial Roles, Employees' Perception towards Organization and Growth Prospects. Various recommendations like providing an opportunity of challenging job, lucrative compensation and greater delegation of authority were given after the analysis. Some limitations have been there in study like respondents' bias, time factor, limited resources, and limited area of study. At last it has been concluded that the PMS play a vital role in ensuring employee motivation.

Keywords:- *Employee Motivation, Managerial Roles, Performance Appraisal, Performance Management System*

1. Introduction

Performance appraisal is the process of obtaining, analyzing & recording the information about relative worth of an employee in an Organization. Performance appraisal is a systematic, periodic and impartial rating of an employee's excellence pertaining to the present job and employee's potential for the better job (Edwin Flippo). Performance Management System is a powerful tool to reward the performance of an employee. It helps to analyze the achievements and evaluate the contribution of an employee towards the achievements of the overall organizational goals. By paying the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees which results in the improvement of Employees motivation towards their work.

2. Literature Review

Performance appraisal is "an evaluation of individual's work performance in order to arrive at the objective personnel decisions" (Robbins et al, 2000). Performance appraisal is an interaction between the employees and their supervisors during which the employees examine the performance of the supervisors to identify strengths and weaknesses with the view to improving the future performance (Dowling, Welch and Schuler, 1999; Moorhead and Griffin, 2002). The theoretical bases of Performance Appraisal System are equity and expectancy theories (Kellough and Nigro, 2002; Perry, 2003; Risher, 2002; Vroom, 1964) and path-goal theory (Armstrong, 2006). Workers are motivated when they discover that they are treated fairly in their promotion, compensation and there is transparency in the evaluations. Workers reduce

their efforts if they feel that they are not treated equitably (Hyde, 2005). Motivation and performance will improve if people have challenging but agreed goals and receive feedback (Armstrong, 2006). There are numerous methods for measuring employees performance but some of these methods are not suitable in some cases. Effective appraisal system should address clarity, openness and fairness, recognize productivity through rewards and be cognizant of appraiser leadership qualities (Winston and Creamer, 1997). Decenzo and Robbins (1998) denominate three approaches to performance appraisal: absolute standards, relative standards and management by objectives. The absolute standards are appraisal methods through which employees' performances are compared to a standard and their evaluation is independent of any other employee in a work group (Dessler, 2000). Relative standards are appraisal methods where performances of individuals are compared against other individuals. Research on PAS has done little to improve its usefulness as a managerial decision-making tool (Banks and Murphy, 1985; Napier and Latham, 1986). Corroborating this argument, Folger, Konovsky, and Cropanzano (1992), conclude that many appraisal systems have failed to realize their full potential contribution to organizational effectiveness. A due-process appraisal system has three main characteristics (Folger et al, 1992). Adequate notice requires organizations and their agents to publish, distribute, and explain performance standards to employees, discuss how and why such standards must be met, and provide for regular and timely feedback on performance. Human resource managers have recognized the important relationship between organizational justice and organizational effectiveness (Cropanzano and Folger, 1991). Research has shown that managers frequently distort appraisal results to further their own self-interests (Longenecker, Gioia, and Sims, 1997). If the above observation is true, then due-process systems may well provoke negative reactions from managers by constraining their ability to distort the results of the appraisal. But Murphy and Cleveland (1991) have indicated that it is also true that managers' own performance is highly dependent on the efforts of those who work for them. They continued that appraisal systems inform employees of managers' performance expectations from the very beginning, provide opportunities for open exchanges about factors that may impede employees' ability to meet expectations, and provide ongoing performance feedback.

Intrinsically motivated employees work for the inherent satisfaction of the labour (Cameron and Pierce, 2002; Ryan and Deci, 2000), whereas extrinsically motivated employees engage in the work in order to obtain some goal apart from the work itself (Amabile, 1993). Hackman and Oldham (1980) argued that strong intrinsic motivation occurs when three psychological states are created: experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities. Organizations should, therefore, restructure work to induce intrinsic motivation. Greater skill variety, task identity, and task significance increase the experienced meaningfulness of the work, autonomy raises experienced responsibility, and feedback provides knowledge of results (Hackman and Oldham, 1980). PAS is one means to facilitate that feedback. Herzberg (1968) considered that extrinsic rewards are more likely to provide employee movement for fear of punishment or failure to get an extrinsic reward rather than true motivation. Hamner (1987) cautions that these systems can fail for a number of reasons including if pay is not related to performance, if ratings are seen to be biased, if rewards are not viewed as rewarding, if there is more emphasis on satisfaction with pay than performance and if there is a low level of trust and openness about the merit raises. Again, some merit pay schemes may encourage poor work

practices as individual employees attempt to maximize their personal gains to the detriment of the entire organization (Hickey and Ichter, 1997). A reward and recognition system that addresses these areas should produce the desired outcome. Joint goal setting can provide a number of these employee rewards as individual employees can negotiate desired outcomes with management (Dunford, 1992). Management involvement will ensure that the goals are consistent with corporate objectives and that they provide challenging opportunities for the employee to use their current skills and abilities and encourage the development of new ones. Public acknowledgment of the agreed goals and their achievement is important to reinforce the desired behaviour (Robbins et al, 1998).

The employer chooses an appraisal approach or a mix of approaches to appraise the performance of employees. The employee is either motivated or de-motivated to perform depending on how the appraisal was administered. Whether employees are motivated or de-motivated, it affects their level of performance which in turn affects output (productivity). The employer receives output as feedback on the effectiveness or otherwise of the appraisal process.

3. Research Method

The objectives of the study were established and research methodology was determined. The questionnaire was prepared and printed and were distributed to employees of Pharmaceutical Companies employees for data collection. After data collection, data was summarised and organised in such a manner that it answers the questions. SPSS16. 0 was used to analyse the data to get relevant information from the data collected. Data was thereafter interpreted and inferences were drawn and then transformed into meaningful information to help the management to get a vivid picture and to make accurate decisions therefore. This is a descriptive cum exploratory type of study as it seeks to discover ideas and insight to bring out new relationship based on previous findings in other organizations.

3.1 Research Design

Data source: Data collected was primary, as it was collected by means of questionnaire from employees of Pharmaceutical Companies in NCR.

Purpose of the study: Exploratory cum Descriptive

Type of Investigation: Causal

Study Setting: Non contrived

Time Horizon: Cross-Sectional

Research Instrument: A structured questionnaire consisting of close ended questions was used for the purpose of study.

Scaling: Likert Scale (Five point scale) is used in the questionnaire for conducting the survey to analyze the impact of Performance Management Systems on Employee Motivation ranging from Strongly Disagree to Strongly Agree.

Scope of Research: Employees in Pharmaceutical Companies.

3.2 Sample Design

Sampling unit: Employees of Pharmaceutical Companies in NCR

Sampling size: 92

Sampling technique: Non-probability

4. Hypothesis Development And Testing

The following hypothesis was developed to study the significant impact of the independent variables on the Dependent Variable i.e. Performance Management System (Win Co-operation and Teamwork, Improve Personal Skills, Identify Strength and Weakness, Employee Counseling, Promotion, Fixes Salary, Fix Increment, Administrative Decisions, Performance Planning, Performance Evaluation, Open Communication, Rating Scales, Continuous Process) on Employee Motivation.

Null Hypothesis (H_0): There has been no significant impact of PMS on Employee Motivation

Alternate Hypothesis (H_1): There has been significant impact of PMS on Employee Motivation.

5. Analysis

The sampling size is 92. Out of which 62 were males and 30 were females. The age group of employees was 26-47. Those employees were included whose work experience was more than 2 years in the same organization. The employees from Executive and Non-Executive Levels were included in the given study. Descriptive statistics which use mean and standard deviation were used to present the main characteristics of the sample. Means, standard deviations and correlations were used to present the general results of the study. It was found that the grand mean (Table 5. 1) of all the parameters was 4. 144 which shows that most of the response of the employees for all the parameters is between Agree and Strongly Agree. As the grand mean of S. D is 0. 4289 it shows that there is a small variation in response for all the parameters.

5.1 Results And Discussions

The data of 92 Employees in Pharmaceutical Companies has been realized with the help of different statistical tools using the SPSS (16) software.

Table 5.1: Mean & Standard Deviations

	N	Mean	Std. Deviation
PA_win_coperation	92	4.2400	.43808
PA_improving_personnelskill	92	4.1200	.62105
PA_identify_strength_and_weakness	92	4.3800	.50534
PA_provide_employee_counseling	92	3.2800	.50913
Performance_evaluation	92	4.4000	.46890
Management_fixes_salary	92	4.6600	.34781
Performance_fixes_increment	92	4.1000	.59488
Adminstrative_decision	92	4.4000	.36890
PA_planning_exercise	92	3.1400	.42907
Participate_in_performance_evaluation	92	4.4800	.36284
PA_open_communication	92	4.3000	.21441
Clarity_about_the_rating_scales	92	4.0800	.40415
PA_continuous_process	92	4.3000	.31117
Grand Scores		**4.144**	**0.4289**

By applying reliability statistics (Table 5. 2), the value of Cronbach Alpha has found to be 90. 3%, which is greater than 50%. It shows that data under study is reliable and truly represents population.

Table 5.2: Reliability Analysis

Case Processing Summary			
		N	%
Cases	Valid	92	20.0
	Excluded[a]	368	80.0
	Total	460	100.0

Cronbach's Alpha	N of Items
.903	13

The hypothesis has been tested with the help of T-test (Table 5. 3), through t-test it has been found that significance level of all the parameters is . 000 which is less than . 05 which implies that there is significance impact of all the Independent Variables on Employees Motivation.

By applying Correlation (Table 5. 4) between the independent variables and dependent variables respectively, it was found that all parameters are highly and significantly correlated to each other.

Further, in Regression Analysis (Table 5. 5), the independent variables together explain 59% of the variance (R Square) with Employees Motivation, which is highly significant, as indicated by the P-value which in all cases is less than . 05.

Table 5.3: Hypothesis Testing (Impact of PMS on Employee Motivation)

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Performance_Management_System	27.712	91	.000	1.23913	1.1503	1.3280

One-Sample Test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee_Motivation	27.916	91	.000	1.22826	1.1409	1.3157

Table 5.4: Correlation Table Between Independent Variables & Dependent Variables

		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Correlation	1	.831**	.606**	.636**	.611**	.644**	.608**	.611**	.685**	.208**	.385**	.623**	.850**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
2	Correlation	.831**	1	.637**	.601**	.607**	.590**	.587**	.547**	.685**	.314**	.335**	.641**	.851**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
3	Correlation	.606**	.637**	1	.648**	.534**	.492**	.461**	.272**	.488**	.231**	.196**	.308*	.623**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
4	Correlation	.636**	.601**	.648**	1	.661**	.439**	.446**	.323*	.492**	.242**	.273**	.371**	.608**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
5	Correlation	.611**	.607**	.534**	.661**	1	.666**	.635**	.413**	.442**	.327*	.362**	.567**	.720**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
6	Correlation	.644**	.590**	.492**	.439**	.666**	1	.719**	.666**	.365**	.311**	.505**	.468**	.674**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
7	Correlation	.608**	.587**	.461**	.446**	.635**	.719**	1	.593**	.462**	.228**	.516**	.513**	.655**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
8	Correlation	.611**	.547**	.272**	.323**	.413**	.666**	.593**	1	.322*	.303**	.517**	.477**	.569**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
9	Correlation	.685**	.685**	.488**	.492**	.442**	.365**	.462**	.322**	1	.501**	.186**	.485**	.674**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
10	Correlation	.208**	.314**	.231**	.242**	.327**	.311**	.228**	.303**	.501**	1	.401**	.403**	.272**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
11	Correlation	.385**	.335**	.196**	.273**	.362**	.505**	.516**	.517**	.186**	.401**	1	.260**	.440**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
12	Correlation	.623**	.641**	.308**	.371**	.567**	.468**	.513**	.477**	.485**	.403**	.260**	1	.716**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	92	92	92	92	92	92	92	92	92	92	92	92	92
13	Correlation	.850**	.851**	.623**	.608**	.720**	.674**	.655**	.569**	.674**	.272**	.440**	.716**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	92	92	92	92	92	92	92	92	92	92	92	92	92

Table 5.5: Regression Analysis: Effect of PMS on Employee Motivation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.768[a]	.590	.581	.26355	.590	64.462	4	179	.000

a.   Predictors: (Constant), Performance_Management_System
b.   Dependent Variable: Employee_Motivation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.755	0		3.415	.001[a]
	Residual	.071	0	.074	.896	.371[a]
	Total	.127	0	.131	1.605	.010[a]
	3	.338	0	.367	4.678	.000[a]
	4	.284	0	.280	3.459	.001[a]

a. Predictors: (Constant), Performance_Management_System
b. Dependent Variable: Employee_Motivation

Table 5.6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	588.976
	Df	120
	Sig.	.000

By applying KMO Test (Table 5.6), the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy comes out to be .877 which is more than 0.5 and the p-value is 0.00. It means that the study is highly significant.

After applying factor analysis (Table 5.7, Figure 1), 3 components have been extracted. These are:

Component 1: Managerial Roles (Performance appraisal needed, Cooperation and Team Work, Personal Skill, Fix Increment, Clarity about Rating Scales, Continuous Process).

Component 2: Employees' Perception towards Organization (Identify Strength and Weakness, provide Employee Counseling, Performance Evaluation, Planning Exercise).

Component 3: Growth Prospects (Management fixes Salary, Administrative Decision, Desired Targets, Open communication, Performance Evaluation).

Table 5.7: Rotated Component Matrix

	Component		
	1	2	3
PA_needed	.829		
PA_win_coperation	.696	.507	
PA_improving_personnelskill	.618	.567	.328
PA_identify_strength_and_weakness		.790	
PA_provide_employee_counseling		.828	
Performance_evaluation	.387	.636	.338
Management_fixes_salary	.481	.314	.563
Performance_fixes_increment	.584		.498
Adminstrative_decision	.506		.698
PA_achieved_desired_target			.589
PA_planning_exercise	-.723	-.427	
Participate_in_performance_evaluation		.379	.742
PA_open_communication			.726
Personal_goals_of_the_employees	.626		.376
Clarity_about_the_rating_scales	.543	.331	.355
PA_continuous_process	.720	.517	.326

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 7 iterations.
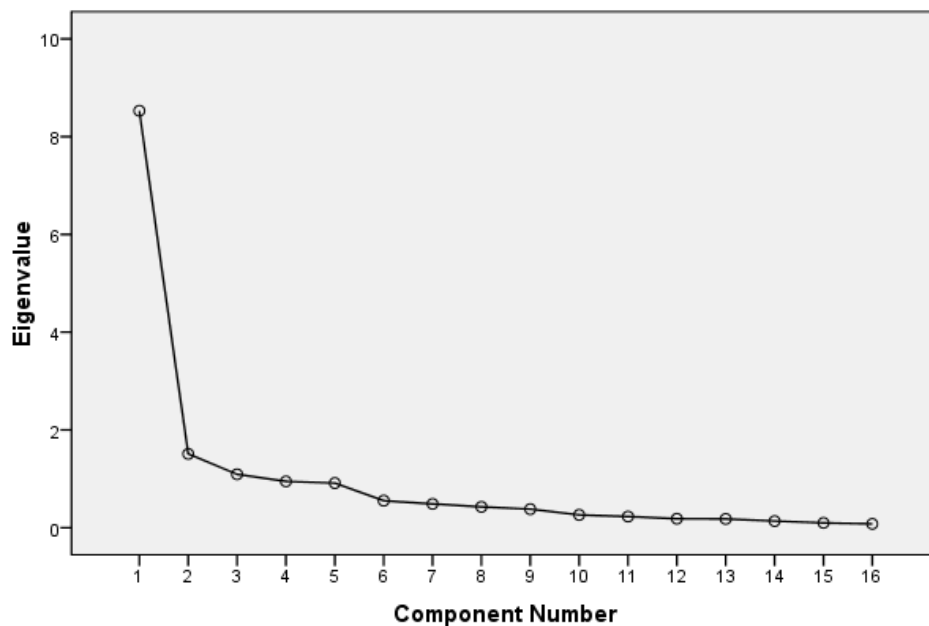
Fig. 1: Scree Plot

6. Recommendations & Implications

After completing the analysis and interpretation following recommendations to the employers were suggested so that they would be able to design such PMS which increases employee performance. Proper induction programmed should be there so that the employees should be aware about the method of performance appraisal. The employees should be motivated by giving more of rewards with a mix of individual and group award. Most of the employees do not agree that they are satisfied with the reward system of the organization so, more focus should be done on it. There should be open between the subordinates & superiors. Team based reward system must be used so that employees learn how to cooperate and believe in team building. Employees' performance is better judged by the job description and when it is followed work becomes hassle free. More communication should be there in terms of telling their responsibilities so that employees do not fear in communicating to their superiors. The employees should be given more of group assignments. There should be transparency in appraising the performance of the employees. The employees should be given knowledge regarding the methods of PMS. The employees should be given the knowledge regarding the various rating scales.

7. Conclusion

The survey has been done with the full cooperation of the employees and the management. It has revealed the areas of improvement which the organization needs to cater. From the earlier studies and with the help of different surveys, it can be concluded that the use of proper performance appraisal procedures are predictive of employee motivation so the Organizations should seek out the better ways comprised of individuals committed to causes other than themselves. Company should introduce the concept of Management by Objective (MBO) while doing performance planning so that the personal goals of the employees can be in alignment with the organizational goals. The company should try to increase the clarity of the jobs assigned so that the employees can perform better. Company should try to give more of team assignments and they should be given group rewards rather than individual rewards so that employees can work better in team. Company should try to provide open communication between the superiors and subordinates so that the expectations from the superiors to the subordinate are clear.

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