A Project Report on

"**A STUDY OF PERFORMANCE MANAGEMENT SYSTEM**
At
SURESH INDU LASERS PVT. LTD"

Submitted to

Department of Management Sciences & Research (DMSR)

G. S. College of Commerce and Economics, Nagpur

(An Autonomous Institution)

Affiliated to:

Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

Ms. Riddhi T. Rusesary

Under the Guidance of

Dr. Archana Dadhe

Department of Management Sciences and Research

G. S. College of Commerce & Economics, Nagpur

NAAC Accredited "A" Grade Institution

Academic Year 2023-24

Academic Year 2023-24

CERTIFICATE

This is to certify that **Ms. Riddhi T. Rusesary** has submitted the project rpt titled, **"The Study of Performance management System at SURESH INDU LASERS PVT. LTD"**, under the guidance of **Dr. Archana Dadhe** towards the partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination.

It is certified that she has ingeniously completed her project as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Accredited "A" Grade Autonomous Institution)** affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

Dr. Archana Dadhe   **Dr. Madhuri V. Purohit**

(Name of Guide)   **(MBA Coordinator)**

Place: Nagpur

Date:

Academic Year 2023-24

DECLARATION

I**, Ms. Riddhi T. Rusesary** here-by declare that the project with title, **"The Study of Performance management System at SURESH INDU LASERS PVT. LTD"** has been completed by me under the guidance of **Dr. Archana Dadhe** in partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination as prescribed by **DMSR,**

G. S. College of Commerce and Economics, Nagpur, (NAAC Accredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

This project was undertaken as a part of academic curriculum and has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Ms. Riddhi T. Rusesary

Place: Nagpur

Date:

Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited "A" Grade Institution

Academic Year 2023-24

ACKNOWLEDGEMT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to **Dr. Praveen J. Mustoor**, Principal, G. S. College of Commerce & Economics, Nagpur.

I tender my sincere regards to the Coordinator, **Dr. Madhuri V. Purohit** for giving me guidance, suggestions and invaluable encouragement which helped me in the completion of the project.

I am extremely thankful to my Project Guide **Dr. Archana Dadhe** for her guidance throughout the project.

I would like to thank **Prof. Shubhangi Jepulkar** for her constant support & guidance throughout the project.

Last but not the least, I am very much thankful to all those who helped me

directly and indirectly in successful completion of my project.

Ms. Riddhi T. Rusesary

Place: Nagpur

Date:

INDEX

CHAPTER I

INTRODUCTION

INTRODUCTION:

This research explores the Performance Management System of a Performance in Suresh InduLasers Pvt. Ltd.

It emphasizes on the different factors in each stage of the performance management system. Different organization adopts different approaches and techniques of their employee. To knowthe practical application of the tools, the analysis of performance Management system in Suresh Indu Lasers was undertaken.

This research is directed towards the finding the level of satisfaction of Suresh Indu Lasers Pvt.Ltd. in Pune at various stage tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with – and contributing to – the strategic objectives of the business.

While working in Suresh Indu Lasers Pvt. Ltd. I have learned a lot of things about the corporate world. As an Admin cum HR Executive. I was requiring understanding the behavior of the job applicants, sources of recruitment and training and development of fresh and existing candidates. I also learned to communicate directly with the candidates and that help me enhance my communication and convincing skills. Understand the ground reality of corporate world.

Human Resources is like stars in the eyes of every Management professional & this experience becomes more profound when the inception is with a pioneer like Suresh Indu Lasers Pvt. Ltd. During the two years of my tenure with Suresh Indu Lasers Pvt. Ltd. Pune had a very nice corporate World Exposure, which I think will serve as stepping stone for me in my corporate Journey.

A performance management system tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with and contributing to the strategic objectives of the business.

The system is collaborative, with managers and employees working together to set expectations,

identify employee goals, define performance measurement, share employee performance reviews and appraisals, and provide feedback.

When properly defined and consistently applied, a Performance Management system increases overall workforce productivity. Employees are more invested in their work and turnover is minimized while revenue per employee is maximized.

A performance management system tracks the performance of employees in a manner that is consistent and measurable.

A performance management system relies on three key processes

Plan and act with goal management

- Align employee performance to the objectives of the organization.
- Assign work that is meaningful and fulfilling to increase employee engagement.
- Quickly adapt goals when business priorities shift.

1. **Monitor with continuous performance management.**

   - Monitor the goals of each employee to ensure ongoing alignment with organizationalgoals.
   - Provide feedback and guidance to improve performance.
   - Recognize good results as they happen.

2. **Evaluate and recognize through performance assessments.**

   - Assess performance consistently and accurately.
   - Recognize and reward strong performers.
   - Use data-driven insights from the system to quantify the value your workforcedelivers to the business.

Evolution of performance management systems

Businesses have been managing the performance of individuals for centuries. But one of the first formalized models was introduced during the First and Second World Wars when the military needed to understand the strengths and capabilities of each member to inform battle strategies.

By mid-century, performance appraisals were being used by businesses to grade the performance of individual workers and to assign rewards.

In the 1960s, the focus began to shift to employee development, where discussions were held between an employee and their manager to review performance and – where warranted – to institute teaching and training to help the employee improve and/or advance in their career.

In the intervening years, some aspects of traditional performance management software have evolved due to better technology, such as cloud computing, improvements in user interfaces, and artificial intelligence (AI) and machine learning. However, most systems continue to emphasize employee evaluation and reward on a quarterly or annual basis.

While recognition remains an important aspect of performance management, businesses are moving to a more holistic approach, one that provides ongoing feedback and guidance for employees to help them achieve their goals

Who uses performance management software?

Any company with an employee base – regardless of industry or size – will benefit from a performance management system.

Although every employee will interact with the system at some stage, the power user is the team leader or manager with direct reports.

Employees work with their managers to define employee goals. They build their individual employee performance reviews within the system and participate in 360-degree review cycles if this model is in use.

HR professionals define the HR processes and systems that support the performance management cycle. They work with managers and employees to ensure processes are fair andthat each stage is carried out in a timely manner.

Managers are the power users of the system and must ensure every employee actively participates in the process. Managers are also ultimately responsible for the performance oftheir team.

Why is a performance management system important?

Along with increased workforce productivity, higher employee engagement, lower turnover,and maximized revenue per employee, a performance management system that is properly Integrated with adjacent business systems can provide valuable insights that will informbroader human capital management decisions.

For example-a performance management system stores and quantifies data from employee/manager interactions including individual career aspirations, appropriate skill sets, and overall fit for succession planning. With these insights, learning and development funding can be invested in a manner that best supports the needs of the business and the employee.

Performance management software provides an accurate and real-time view of the workforcethat aids in people planning and strategy.

What are performance management best practices?

Consistency and transparency are key to optimizing the performance management process.The cycle of goal management, continuous performance management, and assessment are ongoing. Once the cycle is complete, existing and new goals are identified and the cycle begins again.

Best practices also include the provision of ongoing, interactive feedback throughout the year versus only during the performance assessment stage. Performance conversations shouldbe relaxed and open. Employees and managers must take the time to sharpen these skills if they wish to improve their interactions.

To ensure a consistent methodology is applied to assessments for workers within similarroles across the company, a calibration process should be implemented

What Exactly Is Effective Employee Performance Management?

Having all of the elements of the performance management cycle in place is very important, but this will not necessarily lead to effective performance management for your organization.There are many other factors in play, such as:

- Having buy-in from leadership and senior management to performance management.
- Ensuring the performance management cycle is continuous and not an annual process.
- Ensuring performance conversations and reviews are meaningful and not" tick-box"exercises.
- Implementing easy to use Performance Management software which supports effective performance management and gives you visibility of performance managementactivity.
- The skills and willingness of your managers to deliver effective performance management on a day-to-day basis

Performance appraisal best practices

There are a few things that are good to keep in mind when planning the performanceappraisal process. This includes:

- Clear documentation
- Constructive feedback
- Continuous communication

Let's have a closer look at what that means, and why these things are important.

Clear documentation

It's important for the appraisal system to be well documented so that all parties involved can refer to it at any time. The documentation should detail who is responsible for managing the appraisal process as well as when it will take place. This will make it easier to accurately track the performance evaluation and review employee progress. It's also essential that the job description for each employee is well documented.

- ### Constructive feedback

Constructive feedback is key to making an appraisal valuable. It helps foster open communication between employers and employees and provides a platform for sharing ideas and advice. When offering feedback, it's important to focus on results-based statements— discussing how a behavior impacted the final outcome. Consider using a specific example when giving feedback in order to more accurately paint the picture with words, rather than merely giving broad generalizations.

- ### Continuous communication

Regardless of what performance appraisal method is used, communication is crucial for keeping up with the progress of an employee throughout the appraisal process. Meetings should be set up regularly (at least once a quarter), both for performance reviews and for individual feedback sessions and one-to-one meetings. This ensures that goals and expectations are clearly laid out and understood by both employers and employees. It's Usually beneficial to have feedback sessions over the phone or face-to-face to ensure that everyone involved is aware of all the outcomes discussed.

CHAPTER II

COMPANY PROFILE

Introduction to organization

SIL is leading Indian manufacturer of Lasers, Laser systems, Optics, Electro-Optics & Opto-Mechanical Equipment for various industrial & research applications since 1990 based in Pune, Maharashtra, India. Our Managing Director and Visionary Dr. Suresh Shah, and Patriotic Indian Laser expert who has Designed, Developed and Produced Various Lasers Systems for Industrial and Research Applications Since 1975, he has dedicated his entire life for MAKE IN INDIA program.

We design and manufacture laser machines for various applications such as Cutting, Welding, Cladding, Hardening, Marking, Engraving, Cleaning, with astrong R&D team of 35+ Research Scholars and we thrive to produce high quality systems with most of the technology manufactured in-house.

We are an ISO 9001:2015 and CE Mark Certified Company. We follow LeanManufacturing. We continuously update our products for Safety, Quality andefficient productivity from our systems.

Our Philosophy SIL is dedicated towards building strong relationships with all stakeholders, customers, distributors, vendors and employees. To our customerswe offer a near endless stream of support. It is our goal to keep our customers up and running.

His success of any organization is believed to be with its vast manufacturing department that it has, which is incorporated with modern technologies. Keeping this in mind we have set-up a sophisticated infrastructure department that assists our team to enhance the rate of production along with the quality ofoffered products. In addition to this, the infrastructure facility is well- segmented into assorted departments to ease the functioning & completion of whole business procedure in hassle freeway. Furthermore, these departments work in close association to bring the desired product and meet patrons' specifications.

Why us and what makes us different?

SIL is dedicated towards building strong relationships with all stakeholders, customers, distributors, vendors and employees. To our customers we offer a near endless stream of support. It is our goal to keep our customers up and running. We have a huge network of talented suppliers and distributors.

We believe our success lies in success of customers who invested in our products.

We are 1st in India to register as a Laser Machine Manufacturing Company. • Only Indian company which is running by eminent Indian laser scientist

We update our products regularly to increase Safety, reliability, and Efficiency of our products, processes, and outstanding results.

Strong Professional growing R&D Team since inception. SIL invests nearly than 40% of its profits in R&D.

In-house parts production to precision manufacturing.

An ISO 9001:2015 certified & CE Mark Certified Company.

We follow Lean Manufacturing and believe in teamwork within the organization

Name of CEO	Mr. Suresh T. Shah
Year of Establishment	1990
Nature of Business	Manufacturers, Exporters, Wholesaler, Retailer
Number of Employees - 250-300	
Annual Turnover Rs. 100-200 Crore Approx.	
GST Number 27AAFCS4291R1ZJ	

Departments	No. of employee
Accounts	7
Admin	5
Application Department	1
Fiber cutting electronic	6
Machine shop	1
Marketing	5
Production CNC Router	1
Production laser cutting	7
Production laser welding	1
Purchase	1
Quality Control	1
R&D	17
Sales	24
Sales Laser cutting	1
Service CNG router	1
Service Engraver	1
Service laser cutting	14
Service marking	3
Stores	3
Total	**100**

Employee Department Distribution.
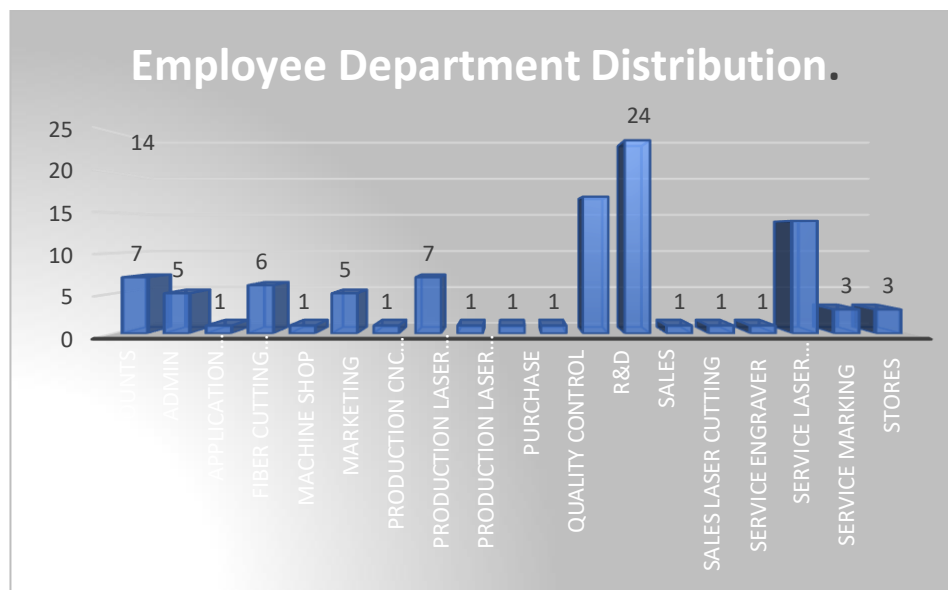
Vision and Mission

Vision

Our Purpose is to bring engraving, marking, and cutting system, based on lasers and alliedtechnology to a broad array of clients and verticals. We've developed our product line to offer the latest marking and cutting system that combine the most advanced laser source technology.

Mission

- **Efficient Production:** To produce goods efficiently, meeting quality standards while minimizing waste, reducing production costs, and maximizing productivity. Efficiency is crucial to remain competitive in the global market.
- **Quality Assurance:** To ensure the production of high-quality products that meet or exceed customer expectations, adhere to safety and regulatory standards, and maintain a strong reputation for quality.
- **Customer Satisfaction:** To understand customer needs and preferences, deliver products that meet those needs, and provide excellent customer service. Satisfied customers lead to repeat business and positive word-of-mouth.
- **Cost Control:** To control production costs through effective cost management, process optimization, and cost reduction strategies. Cost control is vital for profitability.
- **Technology Adoption:** To stay up to date with technological advancements, such as automation, artificial intelligence, and Industry 4.0, to enhance productivity and competitiveness.
- **Economic Contribution:** To contribute to the local and national economy by creating jobs, supporting suppliers, and generating tax revenue.

Quality Policy

SIL is a pioneering Indian laser machine manufacturer with over 33 years' experience and thousands of satisfied customers. As devout technocrats, we have a rich pedigree in science and technology and a proven proficiency in design, research and development and early adoption of the latest that science has to offer.

SIL is dedicated towards building strong relationships with all stakeholder, customers, distributors, vendors and employee. To our customers we offer a near endless stream of support. It is our goal to keep our customers up and running. We have a huge network of talented suppliers and distributors.

Service Profile –

Lasers Cleaning Machine, Laser Micro Machine System, Fiber Laser Marking Machine,Laser Metal Tube Cutting Machine, Laser Marking Machine Cleaning

Areas Of Operation –

Cutting - Laser cutting has become an increasingly popular method for cutting materials such as metal, plastic, wood, and glass.

Welding - Fiber laser welding is a welding process that uses a laser beam as the heat source.

Marking - Laser is a marking permanent process that uses a beam of concentrated light to create a lasting mark on a surface.

Infrastructure facility:

Infrastructure

Head Office – Pune, Maharashtra, INDIA

Branch Offices – Mumbai, Ahmedabad, Delhi, Bangalore

Manufacturing Units – 7 (2,36,000+ sq. ft)

Technology Centers – 2

SIL Family – 350+ Employees

Clients Served – 11000 +

Total Installations – 13000 +

Competitors information-

Every Manufacturing company have their own rules and regulations and their growth depends on their working culture, Treatments, Infrastructure facilities, Behaviors of the staff with the employee and relations of the Management. So, there will be no competition in the field of manufacturing company but if we consider the factors that mentioned above, I've made competitors list.

- **Trumpf Company-** In 1985, TRUMPF presented its own CO_2 laser, the LASER TLF 1000. It had 1 kW of beam performance and is the first compact laser reasoner with radio-frequency excitation. In 1988, TRUMPF Laser technique GmbH was founded.
  In 1992, the solid-state laser sector began with its participation in the firm of Haas Laser GmbH in Schramberg. The company is now 100-percent owned by the TRUMPF Group. On November 20, 1998, a new laser factory was opened at the company's headquarters in Kitzinger.
  The machines are manipulated with NC (Numerical Control) or own NF (Numerical Control for TRUMPF) file formats. These were made exclusively for work with TRUMPF machines.

- **Amada-Amada Co. Ltd.** is a large Japanese manufacturer of metal processing equipment & machinery based in Kanagawa. The company is headed by Mitsuo Okamoto. The company manufactures metal cutting, forming, shearing, and punching machines. The Company also develops factory automation systems and electronic equipment in addition to machine tools. Amada's products are used in fields such as the auto, computer, camera, and electric appliance industries.

- **Bystolic's company-** Bystronic is a global provider of sheet metal processing solutions. The focus is on automating the entire material and data flow of the cutting, bending and welding process chain. The portfolio includes laser cutting systems, press brakes and corresponding automation and software solutions.
  The company's headquarters are in Niederonz (Switzerland). Four further development and production sites are located in Gotha (Germany), in Tianjin (China) and in Shenzhen (China) as well as in Bilbao (Spain). Bystronic is active in over 30 countries with its own sales and service companies and is represented by agents in numerous other countries.

- **<u>Bodor company-</u>** Bodor Laser is a professional manufacturer and exporter dedicated to thedesign, R&D and production of fiber laser machines that are widely used for cutting differentmetal materials. All of our products comply with international quality standards (CE, SGS, ISO9001, etc.) and are greatly appreciated by customers around the world. With 20 service languages, knowledgeable sales, and after-sales team, 24/7 service, worldwide market network covering more than 150 countries, we reach out to customers all over the world and look forward to all potential partnerships. Keeping in mind responsibilities for the wellbeing of its staff and the society, Bodor is determined to gain world recognition with intelligently Made-in-China and change human life with laser technology

SWOT Analysis

- SWOT is contraction of the first letter of Strengths, Weaknesses, opportunities, and Threats. SWOT evaluation targets at interior capacity
- Of concern investigated and indicates them with matrix form and makes use of the manner of gadget analysis to analyze.

Strength :

- Information will be provided to the employees as a Quick response

- Providing time for good customer service

- Able to change direction quickly in the organization

- There is a Low overhead- good value

- Acquires Excellent reference customers

- Strong team- well recognized

- There is a best place to work

- Dedication of Fastest rising manufacturing upcoming few years

Weakness :

- Little emblem popularity inside the employer

- Narrow product liner recognition on backup and restoration

- Websites its visitors is low as compared to opposition

- Natural boom-no outdoor investment

- No market presence

Opportunities :

Pride, stability, competitive salaries, excitement, cutting-edge technology

Threats :

- With expansion, you may face challenges with employee experience and efficient communication
- Stiff competition

- Staff dissatisfaction

- Security breaches

- Dissatisfied patients

CHAPTER III

LITERATURE REVIEW

LITERATURE REVIEW:

David C. McClelland, Heidi C. Gilroy, and Peter C. Mumford [2017]

The authors contend that conventional systems often fall short in fostering effective employee engagement, performance improvement, and career development. In response, theypropose a shift towards a competency-based model, emphasizing the development of skills and capabilities over the evaluation of performance against predefined objectives. According to the authors, this approach proves more conducive to nurturing employee growth and enhancing overall organizational effectiveness. By prioritizing competencies, organizations can create a more dynamic and adaptable performance management system that aligns with the evolving nature of work and contributes to sustained employee satisfaction and professional development.

Michael Armstrong and Angela Baron [2020]

The authors advocate for a departure from traditional annual reviews and instead emphasize regular feedback, coaching, and development as crucial components of a more effective approach. The proposed framework positions performance management as an ongoing and dynamic process rather than a periodic event, highlighting its role in motivating employees and driving performance improvement. By integrating continuous feedback and development initiatives, organizations can create a more adaptive and responsive performance management system, fostering a culture of ongoing improvement. The paper contributes valuable insights into modernizing performance management practices to align with the evolving needs of both organizations and employees, ultimately promoting sustained performance enhancement.

Patricia M. Wright and David N. Breivik [2011]

The authors identify crucial factors contributing to the success of performance management in the context of change initiatives. Clear communication, active employee involvement, and the cultivation of a supportive organizational culture emerge as pivotal elements in ensuring the effectiveness of performance management during periods of organizational change. The paper not only synthesizes existing knowledge but also outlines a research agenda, offering a roadmap for further exploration into the intricate relationship between performance management and organizational change. This work serves as a valuable resource for scholars, practitioners, and organizations seeking to leverage performance management strategically within the dynamic landscape of organizational transformation

Thomas H. Davenport and Jeanne W. Ross [2018]

The authors contend that AI has the capability to automate numerous administrative tasks integral to performance management, thereby liberating managers to redirect their efforts toward more strategic pursuits. Moreover, the paper posits that AI holds the promise of personalizing feedback and development plans, offering a tailored approach to enhance individual employee performance. By streamlining administrative functions and introducing personalized insights, AI is presented as a powerful enabler for optimizing the efficiency and effectiveness of performance management processes. This work serves as a forward-looking exploration into the integration of AI in performance management, providing insights for organizations seeking to leverage technological advancements for more strategic and individualized performance approaches.

CHAPTER IV

RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

Research Design

"Research Design is the plan, structure, and strategy of investigation conceived so as to obtain answers to research question and to control variance" According to Kerlinger

A well-planned research design helps ensure that your methods match your research objective and that you use the right kind of analysis for your data.

You might have to write up a research design as a standalone assignment, or it might be part of a larger research proposal or another project. In either case, you should carefully consider which methods are most appropriate and feasible for answering your question.

Research Design used in the project

The Research method followed in this project is "**Descriptive Research".** I chose the mentioned research method as the basic objective of the project was to examine Performance management system prevailing in the company, suggest some suitable change in existing system in order to make it more positive and meaningful in achievement of desired organizational goals.

Descriptive studies

A descriptive study is one in which information is collected without changing the environment (i.e., nothing is manipulated). Sometimes these are referred to as "correlational" or "observational" studies. The Office of Human Research Protections (OHRP) defines a descriptive study as "Any study that is not truly experimental." In human research, a descriptive study can provide information about the naturally occurring health status, behavior, attitudes or other characteristics of a particular group. Descriptive studies are also conducted to demonstrate association or relationships between things in the world around you.

Descriptive studies can involve a one-time interaction with groups of people (cross sectional study) or a study might follow individuals over time (longitudinal study). Descriptive studies,

in which the researcher interacts with the participant, may involve surveys or interviews to collect the necessary information. Descriptive studies in which the researcher does not interact with the participant include observational studies of people in an environment and studies involving data collection using existing records (e.g., medical recordreview)

Step 1 The Objective is specified with sufficient precision to ensure that data collected is relevant

Step 2 The data collection method to be used is questionnaires, interviews and observations. While designing data collection procedure, adequate safeguards against bias and unreliability are ensured.

Step 3 The questions are prepared in a clear, understandable manner.

Step 4 The sampling design used is stratified random sampling, under this sampling design; every item of the universe has an equal chance of inclusion in the sample.

Research tools and questionnaire

Sampling design

Sample Size : Random sampling technique was adopted to choose the respondents for the sample. This technique was used keeping in view the scope of the study, which try to cover different department and cadres of people. The sample drawn is 100 which are from the whole population.

Sample Universe : Suresh Indu laser Pvt. Ltd. Hadapsar, Pune

Research Tools : The instrument used by me for collecting the information is QUESTIONNAIRE which contained questions covering various aspects related to performance management system. It contained open ended questions, questions based on Likert scale and close ended questio

ACTION PLAN FOR DATA COLLECTION :

To obtain the data free from errors, I performed every step carefully while collecting and recording information and tried to get complete, comprehensible and consistent data the datafor the present research study was collected through two methods:

Primary data collection method
Secondary data collection method

PRIMARY DATA COLLECTION

Primary data collection is the process of gathering data directly from a first-hand source. Inother words, it's data that's collected by the organization that expects to use it. Methods include surveys, interviews, observation, and focus groups

Method of primary data collection:

Interview method:

In social science, interviews are a method of data collection that involves two or more people exchanging information through a series of questions and answers. The questions are designed by a researcher to elicit information from interview participants on a specific topic or set of topics.

Interview is one of the popular **methods of research data collection**. The term interviewcan be dissected into two terms as, 'inter' and 'view'. The essence of interview is that onemind tries to read the other. The interviewer tries to assess the interviewed in terms of theaspects studied or issues analyzed.

Questionnaire method:

In this method, a questionnaire was made consisting of a number of questions to be answeredand filled by the respondents (employees) on their own. This method was used in order to enable the respondents to answer the question as per their convenience and to provide those adequate to give well thought out answers. Thus, these further increases accuracy.

SECONDARY DATA COLLECTION

The secondary data are those which have already been collected by someone else and which have already been passed through the statistical processes.

Thus, such data is not originally collected rather obtained from published or unpublished sources.

Methods of secondary data collection:

Company Journals, Magazines, Internet, Books, and newspaper. The collection of the secondary data was done through published sources and unpublished sources of performance management.

The method of collecting primary and secondary data differ since primary data are to be originally collected, while in case of secondary data the nature of data collection work is merely that of compilation.

PROBLEM STATEMENT:

NEED OF STUDY:

- The main objective of caring this project is to understand Organizational Culture and Change Management
- Assessing the employee progress and identify areas of improvement and create clear career paths and development plans to help employees progress
- Provide feedback to help employees improve their performance and stay motivated.
- Ensure that the performance management system complies with all relevant labor laws and regulations, reducing the risk of legal issues.

OBJECTIVES OF STUDY:

- To analysis the existing performance management systems implemented at Suresh Indu Lasers Pvt Ltd.

- To understanding the effectiveness of the current performance appraisal smart.

- To Identify and analysis any shortcomings in the prevailing performance management system

- To propose innovative methodologies that align with company best practices

HYPOTHESIS OF THE STUDY:

H0: Null Hypothesis:

The Performance Management System at Suresh Indu Lasers Pvt. Ltd. has no significant effect on employee productivity.

H1: Alternative Hypothesis:

The Performance Management System at Suresh Indu Lasers Pvt. Ltd. significantly enhances employee productivity.

LIMITATIONS:

- The study may be limited by the sample size and the representativeness of the sample. If the sample is too small or not diverse enough, the findings may not be generalizable to the entire organization.

- Employees may provide socially desirable responses rather than honest feedback, especially if they fear negative repercussions from their supervisors or the management.

- The study period may be too short to capture the full impact of the Performance Management System on employee performance and productivity.

- Performance evaluations can be subjective, and different managers may have varying standards and biases that could affect the consistency and fairness of the evaluations.

- External factors such as market conditions, economic climate, and industry trends that can influence employee performance are not controlled in the study.

- Any recent changes in management practices or organizational policies during the study period may affect the results and make it difficult to isolate the impact of the PMS.

CHAPTER V

DATA ANALYSIS & INTERPRETATION

Q1. Is your performance-based SMART (Specific, Measurable, Achievable, Relevant,Time bound?

Options	No. of Employee
No	25
Yes	44
Not sure	31
Total	**100**
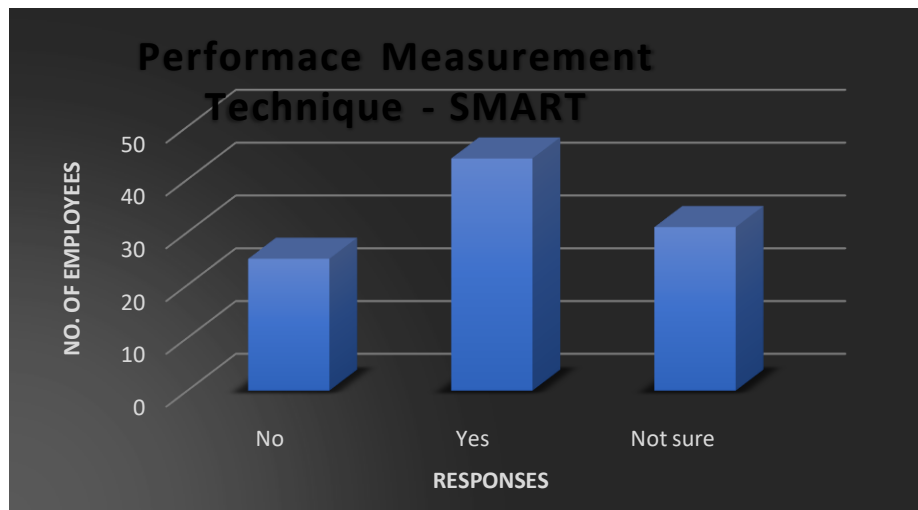
Performance measurement Technique-SMART

Interpretation:

The table presents responses from employees regarding whether their performance is based on SMART criteria (Specific, Measurable, Achievable, Relevant, Time- bound). Here's the interpretation. No: 25 employees indicated that their performance is not based on SMART criteria. Yes: 44 employees reported that their performance is based on SMART criteria. Not sure: 31 employees are unsure if their performance is based on SMART criteria.

Length of Service

0-5: 58%
5-10: 22%
10-15: 9%
15-20: 11%
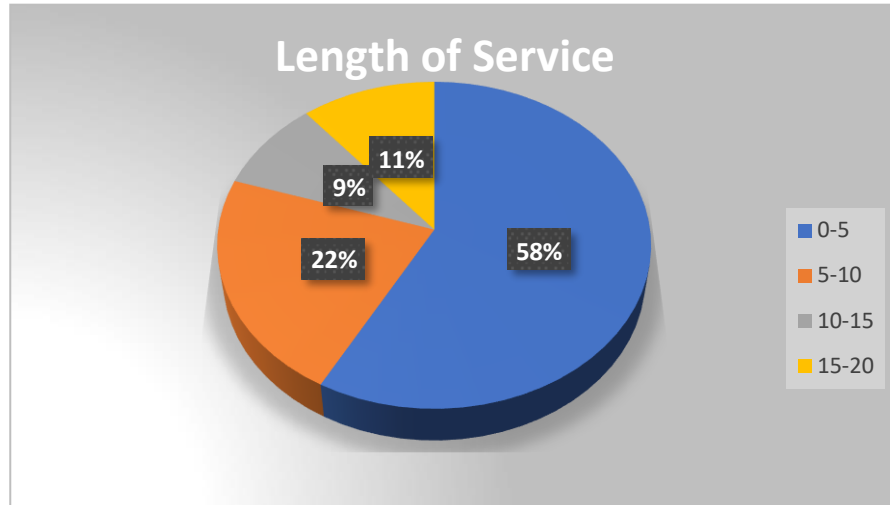
Interpretation:

The majority of employees (58%) have been with the organization for 0-5 years, indicating a relatively high turnover rate or recent hiring trends. There is a significantdrop in the number of employees in the 5-10 years category, suggesting some turnover or promotion patterns. The numbers further decline for the 10-15 years and 15-20 years categories, indicating fewer employees reaching longer tenures within the organization.

Overall, the data might reflect a mix of entry-level hires, mid-career professionals, and asmaller group of long-term employees.

Q2. Are your performance goals aligned with the overall objectives of the team/department/organization?

| Options	No. of Employees
Agree	50
Disagree	30
Neutral	20

Personal in lines with Organisation Goals
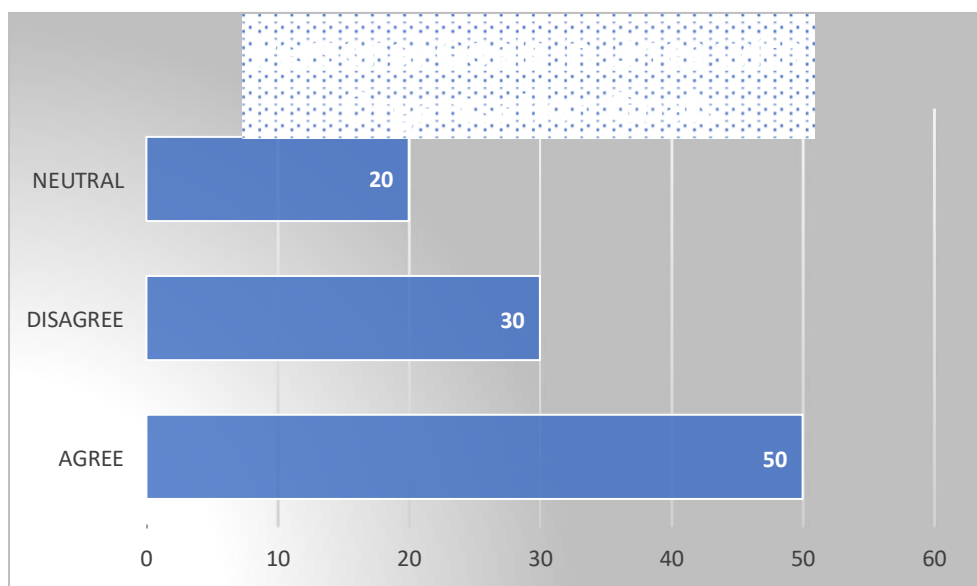
Interpretation-The table presents responses from employees regarding the alignment of their performance goals with the overall objectives of the team/department/organization. Here's the interpretation. Agree-50 employees agreed that their performance goals are aligned with the overall objectives. Disagree-30 employees disagreed with the alignment of their performance goals with the overall objectives. Neutral-20 employees provided a neutral response regarding the alignment of their performance goal

Q3. Where there any challenges or obstacles that hindered your performance during the evaluation period? If yes, please specify.

No. of employee	Responses
Yes	8
No. of employee	92
Total	**100**
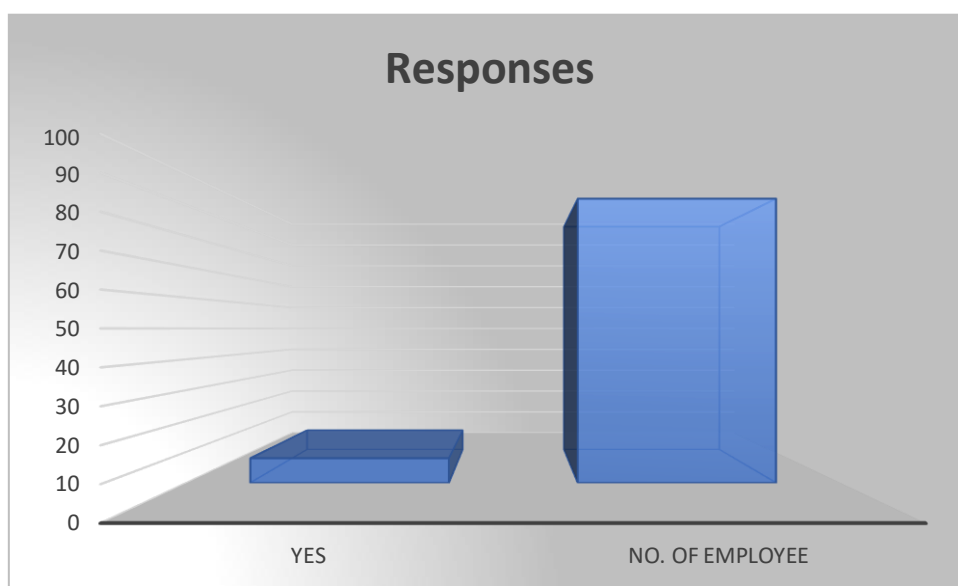
Responses

Interpretation- 8% of employees reported facing challenges or obstacles during the evaluation period.92% of employees did not report facing challenges or obstacles.

Overall, the majority of employees did not encounter obstacles or challenges during the evaluation period, as reported by 92 out of 100 respondents

Q4. Were your achievements and contributions recognized during the performance review?

Options	No. of employee
Yes	40
No	23
Partially	37
Total	**100**

Performance Review: Acknowledged Achievements and Contributions.

Partially 37%   Yes 40%   NO 23%

Yes ■ NO ■ Partially

Acknowledged Achievements and contributions

Interpretation:

The table provides responses from employees regarding the recognition of their achievements and contributions during the performance review. Yes-40 employees indicated that their achievements and contributions were recognized during the performance review. No-23 employees stated that their achievements and contributions were not recognized during the performance review. Partially-37 employees mentioned that the recognition of their achievements and contributions was partial

Q5. How well were your performance goals communicated at the beginning of the performance period?

Options	No. of Employee
Excellent	20
Poor	25
Fair	24
Good	31
Total	**100**

Initial Performance Goal Communication Assessment

Interpretation:

The table presents responses from employees regarding the communication of their performance goals at the beginning of the performance period. Here's the interpretation. Excellent-20 employees rated the communication of performance goals at the beginning of the performance period as excellent. Poor-25 employees indicated that the communication of performance goals was poor. Fair-24 employees rated the communication of performance goals as fair. Good-31 employees considered the communication of performance goals at the beginning of the performance period to be good

Q6. How have your individual goals contributed to the overall goals of the team / department / organization?

| Options	No. of employee
Yes	57
No	23
Partially	20
Total	**100**

Individual Goal Impact on Organization Objectives

Interpretation:

The table presents responses from employees regarding the contribution of their individual goals to the overall goals of the team/department/organization. Here's the interpretation. Yes-57 employees indicated that their individual goals have contributed to theoverall goals of the team/department/organization. No-23 employees stated that their individual goals have not contributed to the overall goals. Partially-20 employees mentionedthat their individual goals have only partially contributed to the overall goals

Q7. Do you receive feedback of your performance throughout the performance period?

Options	No. of employee
Never	17
Occasionally	21
Regularly	37
Rarely	25
Total	**100**
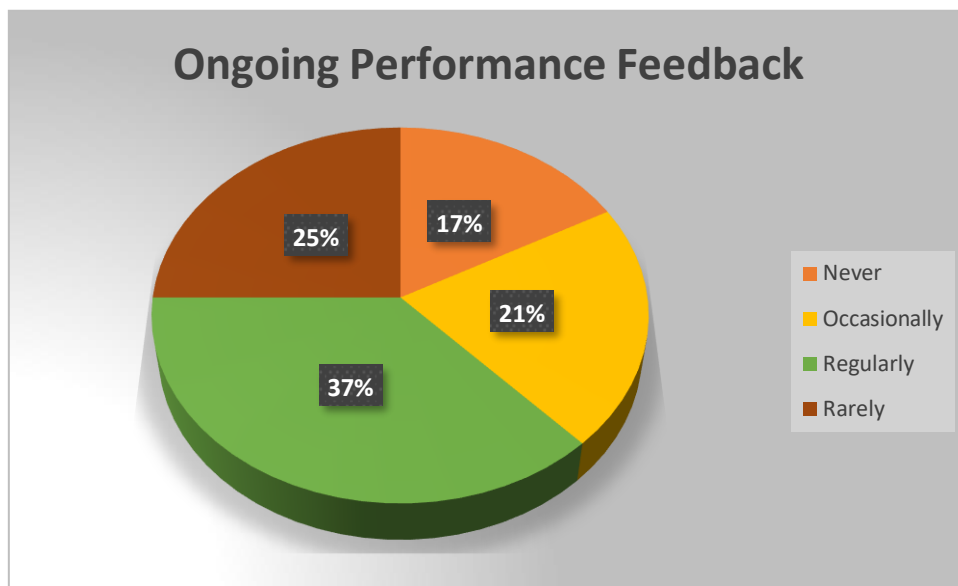
Ongoing Performance Feedback

Interpretation:

The table indicates the frequency of responses from employees regarding the receipt of performance feedback throughout the performance period. Here's the breakdown. Never-17 employees reported that they never receive performance feedback. Occasionally-21 employees stated that they receive feedback occasionally. Regularly-37 employees indicated that they receive feedback on a regular basis. Rarely-25 employees mentioned that they rarely receive performance feedback.

Q8. Do you have the opportunity to discuss and set your performance goals collaboratively with your supervisor?

| Options	No. of employee
Yes	38
No	33
Partially	29
Total	**100**

Figure-8 Collaborative Goal Setting with Supervisor

Interpretation:

The table presents responses from employees regarding the opportunity to discuss and set performance goals collaboratively with their supervisors. Here's the interpretation. Yes-38 employees indicated that they do have the opportunity to discuss and set performance goals collaboratively with their supervisors. No-33 employees stated that they do not have the opportunity to discuss and set performance goals collaboratively with their supervisors. Partially- 29 employees mentioned that they have a partial opportunity to discuss and set performance goals collaboratively with their supervisors.

Q9. Did you find the performance feedback provided constructive and helpful?

Options	No. of employee
Yes	58
No	42
Total	**100**

## "Constructive Performance Feedback Assessment"

■ Yes ■ No
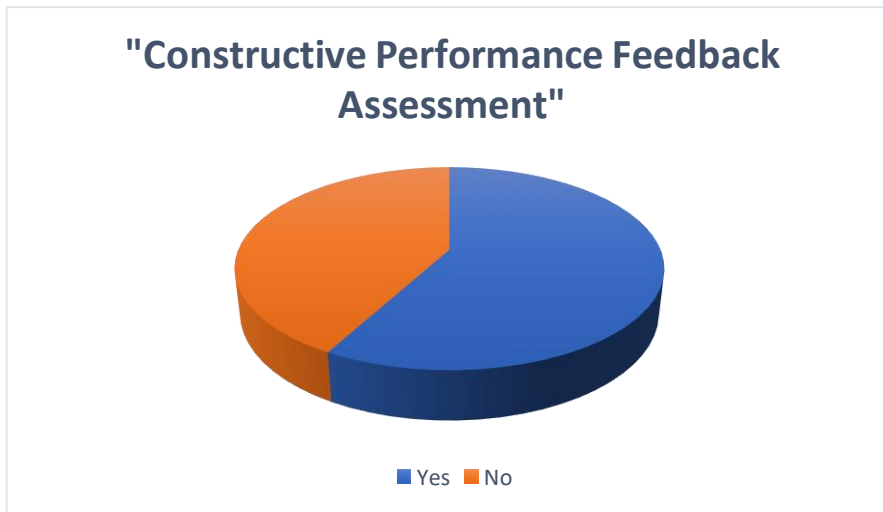
Constructive Performance Feedback Assessment

Interpretation:

The table indicates responses from employees regarding the perceived constructiveness and helpfulness of the provided performance feedback. Here's the interpretation. Yes: 58 employees found the performance feedback to be constructive andhelpful. No: 42 employees did not find the performance feedback to be constructive and helpful.Q 6. Are you interested in refer CRM Tool to others?

Q10. Are you able to discuss your career development goals during performance discussions?

| Options	No. of employee
Yes	35
No	17
Not applicable	48
Total	**100**
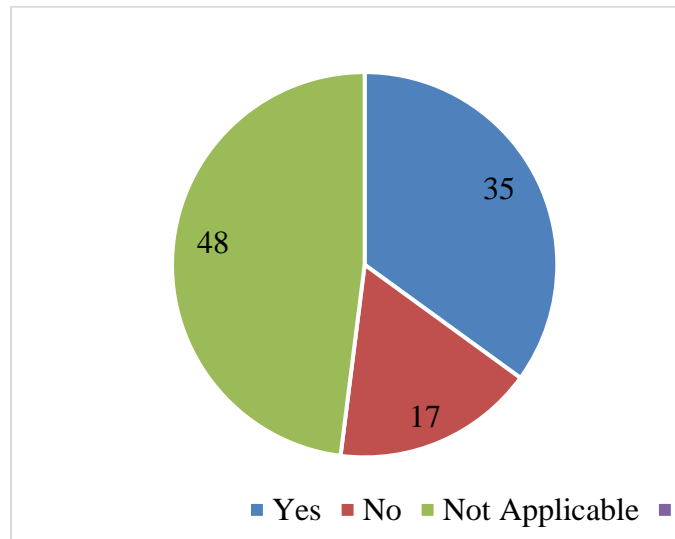
Career Development Goal Discussions

Interpretation:

The table presents responses from employees regarding the ability to discusstheir career development goals during performance discussions. Here's the interpretation.

Yes-35 employees indicated that they are able to discuss their career development goals during performance discussions. No-17 employees stated that they are not able to discuss their career development goals during performance discussions. Not applicable-48 employeesmentioned that discussing career development goals during performance discussions is not applicable to them.

Q11. How would you rate the effectiveness of the training and development programs offered?

Options	No. of employee
Effective	48
Neutral	30
Ineffective	22
Total	**100**
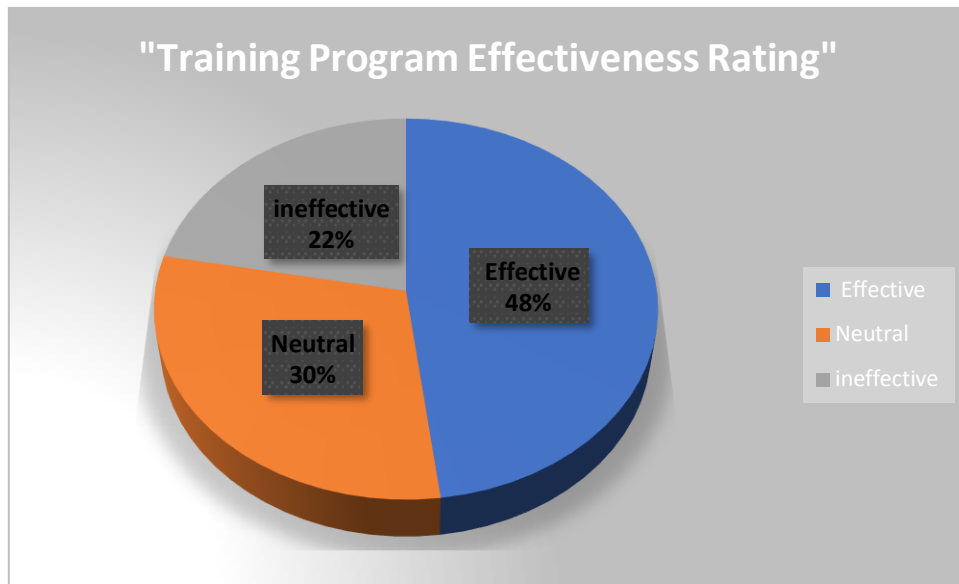
"Training Program Effectiveness Rating"

Interpretation:

The table reflects responses from employees regarding their rating of the effectiveness of the training and development programs offered. Here's the interpretation Effective-48 employees rated the training and development programs as effective. Neutral-30employees provided a neutral rating regarding the effectiveness of the training and development programs. Ineffective-22 employees rated the training and development programs as ineffective

CHAPTER VI

FINDING & SUGGESTION

FINDINGS:

- Number of 25 employees indicated that their performance is not based on SMART criteria and 44 employees reported that their performance is based on SMART criteria.

- 50 employees agreed that their performance goals are aligned with the overall objectives.30 employees disagreed with the alignment of their performance goals and20 employees provided a neutral response.

- 8% of employees reported facing challenges or obstacles during the evaluation period.

- 40 employees indicated that their achievements and contributions were recognized during the performance review. 23 employees stated that were not recognized during the performance review and 37 employees mentioned that the recognition of their achievements and contributions was partial.

- 20 employees rated the communication of performance goals at the beginning of the performance period as excellent. 25 employees indicated that it was poor and 24 employees rated as fair and 31 employees considered to be good.

- 57 employees indicated that their individual goals have contributed to the overall goals of the team and 23 employees stated that have not contributed to the overall goals.20 employees mentioned that their individual goals have only partially contributed to the overall goals.

- 17 employees reported that they never receive performance feedback. 21 employees stated they receive feedback occasionally. 37 employees indicated that on a regular basis and 25 employees mentioned that they rarely receive performance feedback.

- 38 employees indicated that they do have the opportunity to discuss and set performance goals collaboratively with their supervisors.33 employees stated that they do not have the opportunity and 29 employees mentioned that they have a partialopportunity.

- 58 employees found the performance feedback to be constructive and helpful and 42employees did not find it constructive and helpful.

- 35 employees indicated that they are able to discuss their career development goals during performance discussions.17 employees stated that they are not able to discuss their career development goals during performance discussions and 48 employees mentioned that discussing career development goals during performance discussionsis not applicable to them.

- 48 employees rated the training and development programs as effective.30 employeesprovided a neutral rating and 22 employees rated as ineffective.

SUGGESTIONS:

- The PMS should be followed up with the session of counselling which is often neglected in many organizations which involves helping an employee to identifying his/her growth and development.
- Communication is very essential for any system to function efficiently. Therefore, the appraiser should look into this matter and see to it that the goals & plans are communicated effectively.
- The appraisee can also motivate the employees who felt that they had no growth in the organization & serves the purpose of employee development.
- Proper communication of the feedback and ratings can help the employers achieve the level of acceptability & commitment which is required from the employee.

CHAPTER VII

CONCLUSION

CONCLUSION:

Performance Management system is the process of reviewing employee performance vis-à-vis the set expectations in a realistic manner, documenting the review & delivering the review verbally in a face-to-face meeting, to upgrade performance standards year after year through honest & constructive feedback. In this process, management expects to reinforce the employee's strengths & identify the improvement areas so that one can work on them & also set stretched goals for coming year.

Effective performance management requires a good deal of face-to-face interaction between supervisor & employee. By knowing the subordinates, a supervisor on steer than onto a path of greater productivity & optimized output. It is one of the most significant & indispensable tools for an organization as it helps in getting to know the people who work for them, provide information, which help in taking important decision for the development of an individual & the organization.

From the above study it is concluded that "The Performance Management System at Suresh Indu Lasers Pvt. Ltd. significantly enhances employee productivity", which is an alternative hypothesis (H1). Thus, null hypothesis (H0) is rejected.

CHAPTER VIII

REFERENCES

REFERENCES

- Kaiser, B. P., Heavey, T. J., & Ehrhart, T. W. The Impact of Performance Management Systems on Employee Motivation: A Meta-Analysis. *Journal of Applied Psychology, 2022.

- McClelland, D. C., Gilroy, H. C., & Mumford, P. C. Rethinking Performance Management: A Competency-Based Approach. *Human Resource Management Review,2017.

- Armstrong, M., & Baron, A. Performance Management: A Framework for Continuous Improvement. *International Journal of Human Resource Management, 2020.

- Wright, P. M., & Breivik, D. N. The Role of Performance Management in Organizational Change: A Review and Research Agenda. *International Journal of Human Resource Management, 2011.

- Davenport, T. H., & Ross, J. W. The Impact of Artificial Intelligence on Performance Management. *Harvard Business Review, 2018.

- https://www.sureshindulasers.com/

- https://en.wikipedia.org/wiki/Performance_appraisal

ANNEXURE

ANNEXURE

Questionnaire

1. Is your performance-based SMART (Specific, Measurable, Achievable, Relevant,Time bound?
   o No
   o Yes
   o Not sure

2. Are you performance goals aligned with overall objectives of the team / department / organization?
   o Agree
   o Disagree
   o Neutral

3. Where there any challenges or obstacles that hindered your performance during the evaluation period? If yes, please specify.
   o Yes
   o No

4. Were your achievements and contributions recognized during the performance review?
   o Yes
   o No
   o Partially

5. How well were your performance goals communicated at the beginning of the performance period?

o Excellent

o Poor

o Fair

o Good

6. How your individual goal contributed to the overall goals of team / department / organization?

o Yes

o No

o Partially

7. Do you receive feedback of your performance throughout the performance period?

o Never

o Occasionally

o Regularly

o Rarel

8. Do you have the opportunity to discuss and set your performance goals collaboratively with your supervisor?

o Yes

o No

o Partially

9. Did you find the performance feedback provided constructive and helpful?

o Yes

o No

10. Are you able to discuss your career development goals during performance discussions?

o Yes

o No

o Not Applicable

11. Did you receive adequate training and development opportunities to enhance your skills and competencies?

o Yes

o No

o Partially

12. How would you rate the effectiveness of the training and development programs offered?

o Effective

o Neutral

o Ineffective