

# PERFORMANCE MANAGEMENT FOR EFFECTIVE LEADERSHIP

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## Abstract

This paper talks about the how companies build on a robust leadership strategy yet executives/leaders fail to perform.

Today organizations are facing with lot of external challenges pertaining to environment, resources and not to forget the fierce competition. With all these bringing together, performance management has become more enticing and Organizations need to identify the gap between strategy making and performance. That is where leadership role becomes very essential for any organization to keep connection on with the organization and the outside world. Performance management thus helps employees and the organization to adopt certain practices in terms of leadership approach, so to make a better leader for tomorrow. This paper aims to analyze the leadership approach in various organizations through a survey method and also understand how companies take their decision nurturing employees for their performances.

**Keywords:** *Performance management, leadership*

## INTRODUCTION

Leaders are the ones, who navigate the organizations through rough patches and turmoil. Through different types of leadership it has been proven time and again that leaders facilitate the changes and innovations required to maintain competitive advantage.

An organization accomplishes its mission and vision if the leader is optimally utilizing the manpower resources. Effective organizations always endorse effective leaders at the top who steers the human resources in the direction as per the time and need.

## Concept on Performance Management and Role of Leader on Performance Management

It is a process that generates performance information through proper strategic planning and performance measurement practice, that connects this information through decision making regarding manpower.

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In this process, it is extremely important that a leader should be result driven and encouraging continuous development of its employees, so that the performance is always leveraged and they have the potential to create a successful organization.

An ideal performance management cycle begins with identifying the business role of the organization.

An organization is never complete without its team members, who also work in alignment with the goals and objectives permeated with the structure.

This is further narrowed down into individual roles & responsibilities in the form of job description, wherein the employee is made aware about his key tasks, which has to be performed through the required skills and knowledge.

In the second stage of the performance management system, it is very crucial that the planning towards performance management is been done, wherein the goal is set with specified objectives, the standards are clear so that evaluation becomes easy.

A performance management process generally begins with *planning*, followed by *assessment*, *recognition* and last but not the least *career development*.

In any organization a leader becomes effective only if he is in synchronized with the organization's performance management process.

When leadership has an active role in performance management and creates a strategy for their system, employees are more likely to stay on track with their personal goals as well as organization goals. A strategic performance plan keeps the entire team focused on one end goal.

## **OBJECTIVE OF THE STUDY**

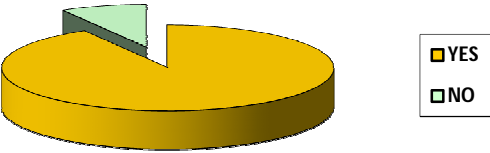
The objectives of the study are listed below:

1. To identify the different roles of a leader during the process of performance management
2. To understand the leaders effectiveness to channelize the performance management process.

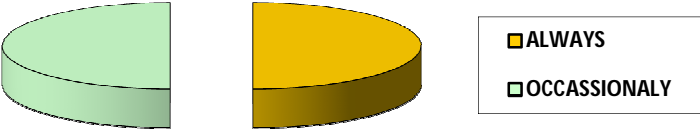
## **ANALYSIS AND FINDINGS**

For this research online survey questionnaire was designed and survey link was sent to 108 peoples through email. However, only 76 respondents have responded to the online survey which is utilized for analysis.

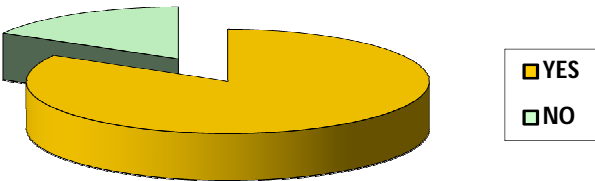
1. Do you keep your subordinates involved in envisioning the objective of the business?



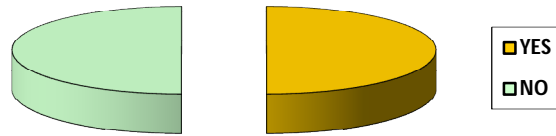
2. Do you keep your subordinates involved in envisioning the objective of the business?



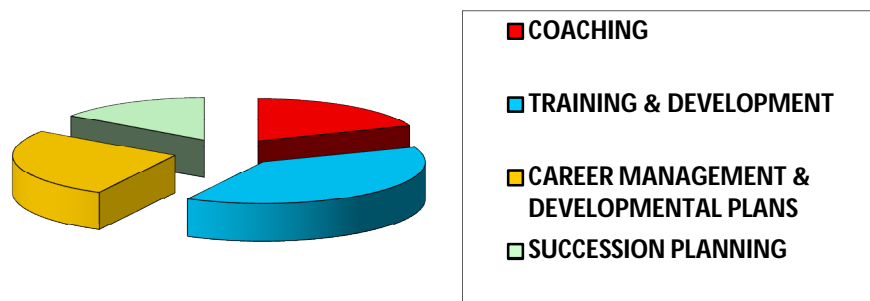
3. Do you keep your subordinates involved in envisioning the objective of the business?



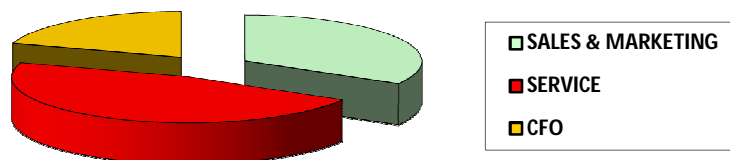
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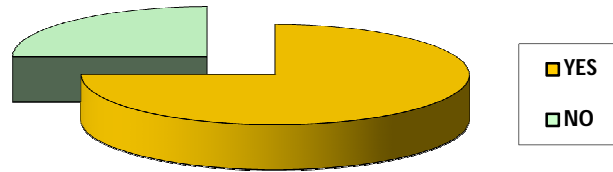
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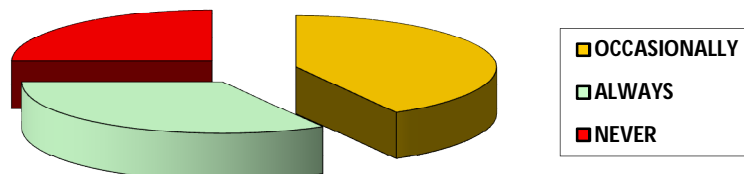
6. Which of the managers retain the top performers?



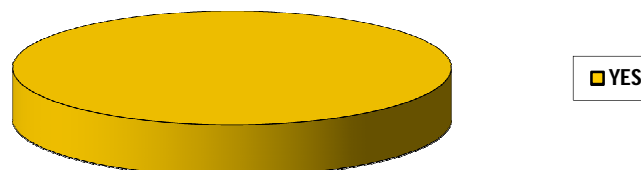
7. According to you are the goals clearly specified by the leader?



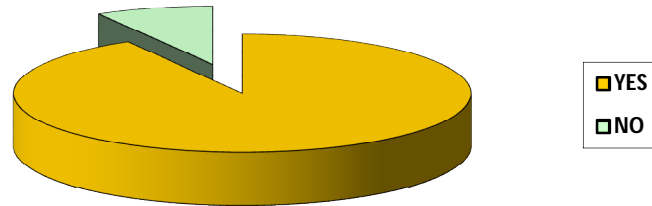
8. As a leader do you rely on relationship rather than organizational systems and processes to get things done?



9. Do you think recognition given to high performer helps in motivating the employees?



10. Do you agree that a leader engenders a learning mindset across the organization?



### **Findings:**

From the above analysis, it is interpreted that a majority of leaders believe in communicating and visualizing the goals and objectives of the business. In this process, it is also necessary for the leader to continuously review the performance of its subordinates, so to keep a track of their jobs & duties.

In performance management system, it is essential for a leader to map the succession planning of the employees, so to avoid any gaps in the organization structure. In the course of managing performances, the leader continuously mentors and guides the employees, so that they do not get diverted and feel secure in their positions.

In organizations, one of the vital part of performance management system is training and development. Therefore leaders always ensure, amongst coaching, guiding the employees, the employees are trained with perspective to their responsibilities. However, in today's organization, only those performers are retained by the management who are adequately in alignment with the business objectives and set their goals.

As a leader, it becomes immensely essential that they start believing into organizational relationships rather than systems and processes, so that the task does not come to a pause. In every organization, employees look forward to encouragement, so that they are stimulated in their work zones. But this can only happen, if the leader himself brings around a learning mindset within the organization.

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