

Book Review

Strategies for Performance Management

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Snapshot

In the changing environment, globalization of business has forced every organisation to critically look at human productivity with enhanced quality. This has created a need for happy, well trained, learning and self developing individuals to exhibit their highest potential in improving the organizational productivity. This has directed the efforts of the organizations to reengineer the performance management system with the changed orientation achieving enhanced individual performance and creating high performing organizations

Review

Strategies for Performance management, successfully addresses the following questions:

- Can we change the human resource strategies for managing performance of people?
- Why do some employees not show excellent performance?
- Can we enhance performance of people?
- Can organizations become effective by managing human resource better?

These questions have been addressed by dividing the content of book in two parts. In the first part, the author proposes a conceptual framework for identifying antecedents for job performance with empirical studies in two organisations. In the second part, the author has proposed strategies for various human resource functions supplemented with the instrument which can be used for human resource development.

The book has been supplemented by well researched evidence and references. For

example the theoretical model for determining the causes for job performance and recommendations for enhancing the performance presented in first part has been developed after due research of the existing literature.

The book starts from the basic evolution of the human resources function and linkages with the HR strategy. From chapter 1 to chapter 5, the theoretical models form the basis for an approach to focus on the determinants of job performance linkages with personality determinant. The author has tested these models in two organizations belonging to pharmaceutical and chemical industries.

Data were collected to measure the variables like centralization formalization, participation, communication, locus of control, job performance and nature of task. The implications of analysis for each variable is presented.

In second part covering chapter 6 to chapter 10, the implications are presented for selection, training & development, performance appraisal, compensation and career development. Each of functions has been dealt in depth with required procedures and formats.

In selection, the details are provided in terms of the answers to why, what, when and how an effective selection process would help to recruit and place a person in organization. Reengineering of the processes has also been suggested if they are not in line with the organization strategy. In my opinion, it is the best book which provides the answers to all the questions raised in the issues pertaining to the subject.

Chapter 7 covers in detail the elements of

training and development. The various steps like objective of training, training need analysis for various levels of the people in petrochemical and manufacturing industries are explained. In the process the importance on the personality of adult learners and training interventions, methodology for evaluation of training programmes for effective transfer of learning to the work place to meet the training objectives are also brought out.

Chapter 8 talks about performance appraisal in organizations. The need, process and tools have been explained with examples and research cases. Reengineering has also been suggested for improving the effectiveness of performance appraisal.

Various definitions of conceptual and behavioural competencies are listed for the purpose of performance appraisals. Advantages and implications in implementing 360 degree appraisal method provide a fair appreciation. Reengineering of performance appraisal system should be based on satisfaction survey of the employees with the purpose of the performance appraisal. The inventory provides a tool to measure the effectiveness and the need for improvement in performance appraisal system.

Chapter 9 describes the importance of appropriate compensation methodology. In addition to the traditional ways of compensation, a few of the innovative compensation methodologies are also explained. A measurement tool is provided to find out satisfaction and link compensation with job, skills, and expertise requirement. The author has given a framework for Compensation Plan as a future thrust for Indian Companies. He suggests linking Compensation Plan with organizational changes. This necessarily draws the attention of HR managers to designing innovative methods for compensation.

In chapter 10, the author has covered career development for executives and also non executives (workers). In general, researchers and authors would focus on executives, on the

premises and assumptions that workers are meant for executing the instructions given by the executives. From this point of view this book covers for whole organisation.

In chapter 11 the author suggested the strategies for individual's potential development. In developing desirable behaviour, the author listed twenty one expectations from managers from industries. This provides the readers awareness about what one looks for good behaviour. Attitude training for women is another perspectives presented by the author. The psychological problems and their remedies has been

In Chapter 12, creating high performance organizations, the author builds up the contents from basic of characteristics of high performing organizations as sound financial results, customer service and motivated workforce. He lists the attributes for sustenance of such organizations as they are very volatile in nature and subject to the various factors.

The focus remained on all the three elements-individual, teams and organization as a whole. Based on the survey conducted on organization policies, the author suggests redesigning the human resource strategy with examples of banking and manufacturing industries. Competency mapping, one of the prime approaches which also helps in restructuring the organizations, has been explained in detail with examples. The elements are competency identification, assessment and development. The examples cover the practices of modern and successful banks such as UTI, ICICI and HDFC which are adapting as per the changes in environment, using technology to provide services to the customers at their convenience in terms of time and place.

This book is written in a simple conversational style. The size and fonts of the letters are also quite attractive. The logical flow of the topics is very natural. This makes the book reader friendly.

In my opinion this book will help in formulating the human resource strategies for better performance management in organi-

zations.

This book is recommended as a good text book for management students for holistic and current appreciation about performance management practices in successful organizations. This book also serves as a good reference book for HR practitioners. This would help to understand clearly the concepts, application and methodology. The beauty of the book lies in its presentation, supporting evidences and results from the researches.

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