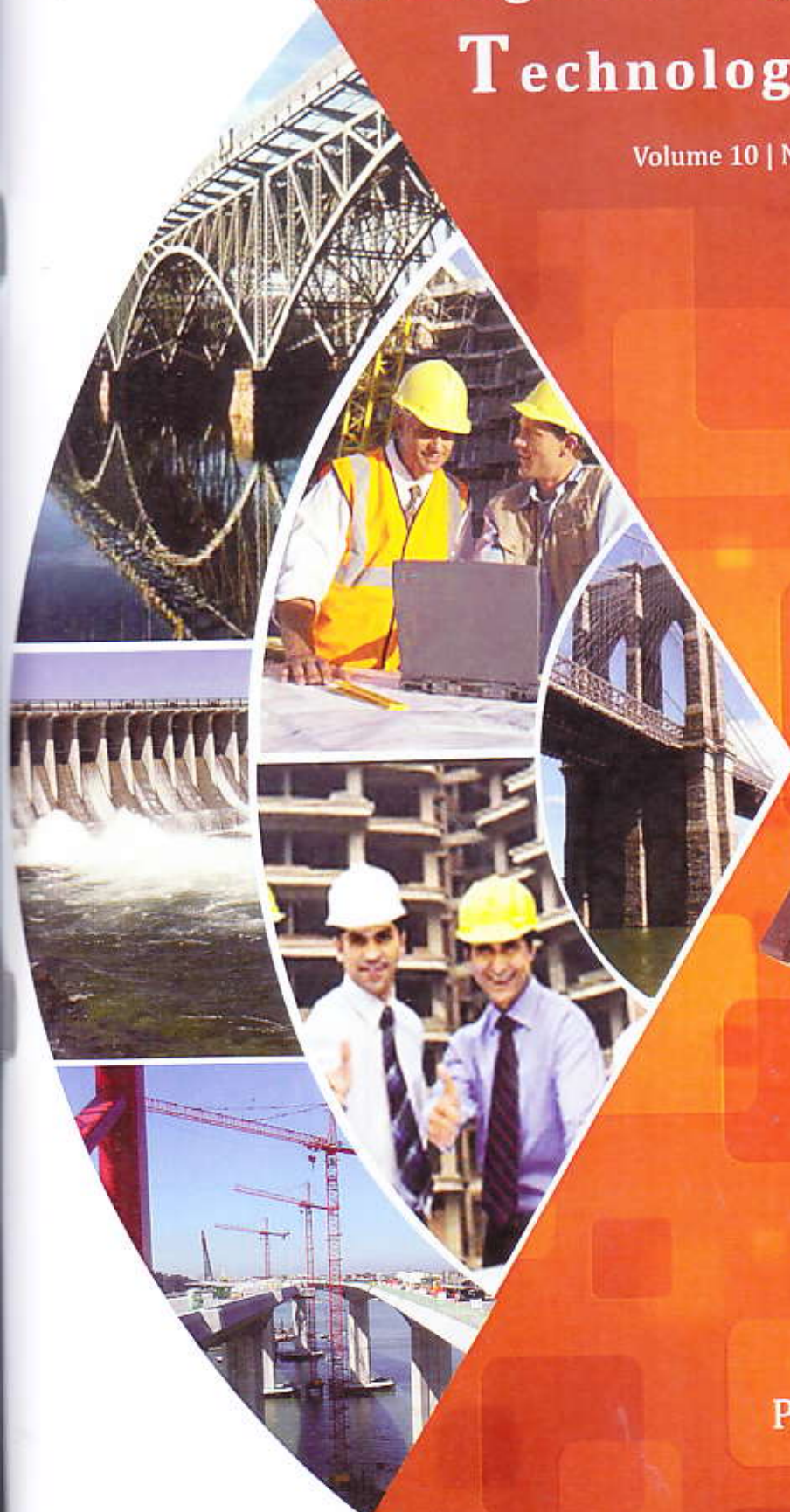




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A Study on Determining and Challenging Factors to the Performance Management of Selected Information Technology Employees in Chennai District

R. Arun Pandi and Dr.M. Palanivel Rajan

Abstract— The success of the performance management system is mostly depends upon positive existence of the supporting factors and reduces numbers of challenging factors in a particular Information Technology (IT) company. So the role of determining and challenging factors of PM is considered as an important one. There is a lot pain to identify and analysis the level of support of determining factors to Performance Management. IT sector also struggles to eliminate the challenging factors to performance management. There is inverse relationship between the challenging factors and executions of commitment of IT employees in Chennai District. The competition between the IT sectors for achieving higher global market share influences the performances management approaches of IT companies. The work balanced alignment, good reward system, leadership styles for performances management commitment, changing the poor performances are the suggested action plan for optimizing the performance management in the study area.

Keywords— Information Technology, Performance Management (PM), Information Technology Enabled Services (ITES), Performance System.

I. INTRODUCTION

Performance management (PM) can be defined as a systematic process which improves the overall performance of an organization by enriching the performance of each individual employee within a team framework.

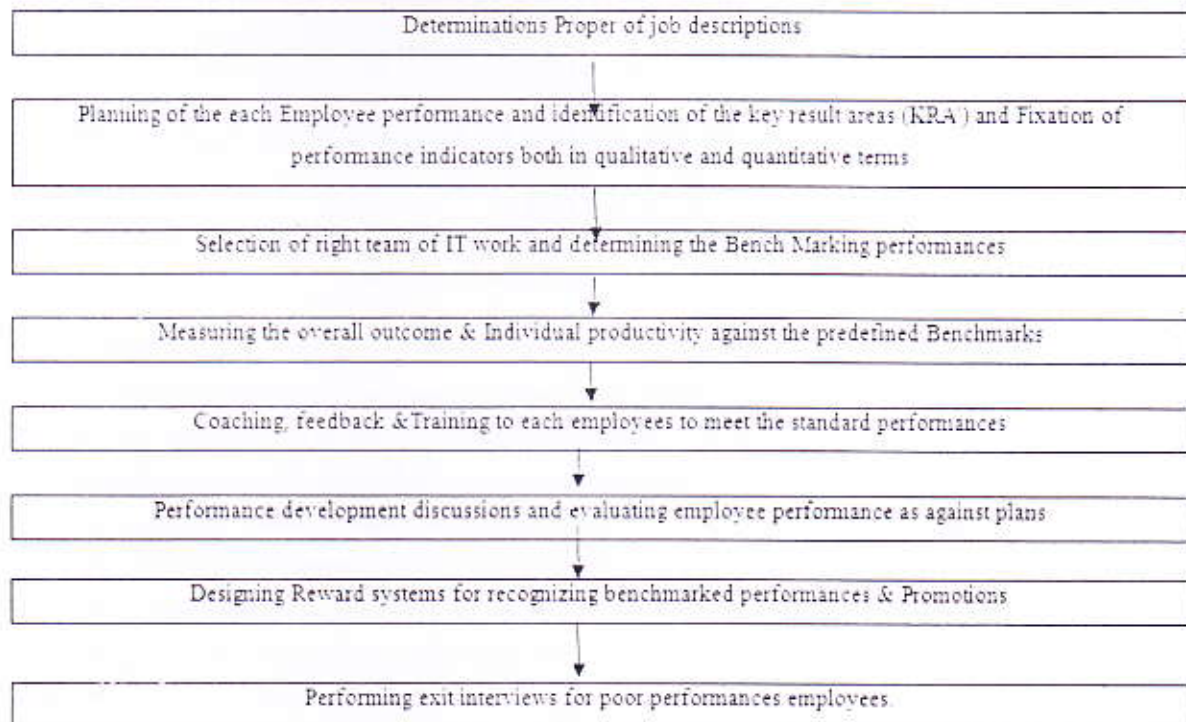
In this connection, PM promotes superior performance by means of determination of standard performances, designing the each employee' roles and his responsibility and redefining the skills, competencies and behaviour pattern of each employee as against the establishing achievable benchmarks in order to achieve the performances management goals.

II. THE PERFORMANCE MANAGEMENT IN INFORMATION TECHNOLOGY (IT) SECTOR

The performance management in IT sector is playing the key role in order to ensure the better quality management and enriching the qualities and skills of employees of IT sector. The performance management increases the team involvement, employee's commitment and Productivity. It also redefines the administrative setup of IT sector as the strategic one. The PM also very helpful to increase the competencies of each employees.

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Chart 1: The Approach of performance management in IT Sector



The performance management in IT sector is playing the key role in order to ensure the better quality management and enriching the qualities and skills of employees of IT sector. The performance management increases the team involvement, employee's commitment and Productivity. It also redefines the administrative setup of IT sector as the strategic one. The PM also very helpful to increase the competencies of each employees.

III. FORMATION OF THE RESEARCH PROBLEM

The IT sector includes the Information Technology Companies and Information Technology Enabled Services (ITES) companies. In addition to it, IT companies are also segmented into six categories on the base its performances such as Consumer Electronics, Industrial Electronics, IT Hardware, Telecommunication Equipment, Electronic Components, and Strategic Electronics. Even through Employees from IT sector are earning more percentage of foreign exchange by means of providing IT based services throughout the world; IT sector in India is facing the following problems relating to their Human Resource management perspectives such as

1. Employees working with more and more stress which is causing the psychological occupational diseases to IT sector employees
2. IT employees internal and external industrial migration
3. IT employees exist interviews
4. Ethical and cultural issues
5. Reduction of the IT employees' productivity gradually

6. Lack of innovative practices and increasing the work load and
7. Delay in IT sector services delivery

In other words, these kinds of problems indicate the certain drawbacks in the existing management system of IT sector. The performances management approaches and practices are the better remedial course of actions to produce benchmarking employee in IT sector. The success of the performance management system is mostly depends upon positive existence of the supporting factors and reduces numbers of challenging factors in a particular IT company. So the role of determining and challenging factors of PM is considered as an important one. There is a lot pain to identify and analysis the level of support of determining factors to PM. IT sector also struggles to eliminate the challenging factors to performance management. There is positive relationship between the productivity of employees and existence of supporting factors. On the other hand there is inverse relationship between the challenging factors and executions of commitment of IT employees in Chennai District. So it is an outstanding problem of IT Sector to optimize the supporting factors and to reduce the pull down factors in Performance Management. So the study has been undergone in this respect entitled on "A study on Determining and Challenging Factors to the Performance Management of selected Information Technology Employees in Chennai District"

IV. SCOPE AND LIMITATIONS OF THE STUDY

The study has confined its scope to analyze the push and pull down factors to the performances management of Selected IT employees of Chennai district. In addition to it, the degree extend to which the effects of these factors are subjected to this study. The study also conducted within the Chennai district. The period of the study is the last accounting year i.e. 2018-2019.

V. OBJECTIVE OF THE STUDY

1. To analysis the nature and working pattern of Selected information technology employees in Chennai District.
2. To examine the present performances management approaches Selected information technology employees in Chennai District.
3. To evaluate determining and Challenging Factors to the Performance Management of selected Information Technology Employees in Chennai District
4. To measures the level of impact of determining Challenging Factors to the Performance Management of selected Information Technology Employees in Chennai District
5. To suggest the implementable recommendation to optimize the supporting factors and to reduce the pull down factors in Performance Management

VI. RESEARCH METHODOLOGY

It is a descriptive cum analytical study. Both the primary data and secondary data were collected. The survey method has been adapted to collect the primary data. The annual reports of Information Technology department, Government of India, Government orders and proceeding of the information Technology departments of both central

and state government and annual report of IT companies in Chennai District were used as a secondary data. In this connection, the 50 numbers of IT employees of various cadre such as Team Leader, Team Facilitator, Team Recorder and Team Members from IT and ITES companies were selected as sample respondents for this study through simple random technique by using lottery method in Chennai district.

The well structured questionnaire was used to collect the data from the primary source. The collected data has been properly coded, tabulated, analyzed and interpreted by using statistical tools such as simple percentage, average, mean "T" test and ANNOVA test.

The Nature and Working pattern of Selected information technology employees in Chennai District.

Table 1: The distribution, Nature and Working Pattern of sample IT employees in Chennai district

Sl.no	Profile	No's of the sample Respondents			Percentage
		Male	Female	Total	
I	Age				
	18 years to 30 years	12	09	21	42
	31 years to 45 years	08	11	19	38
	46 years to 60 years	05	05	10	20
	Total	25	25	50	100
II	Educational Qualification				
	Engineers	19	16	35	70
	Under & Post graduates in other discipline	06	07	13	26
	Diploma holders	-	02	02	04
	Total	25	25	50	100
III	Designation				
	Team Leader	03	02	05	10
	Team members	17	18	35	70
	Team Facilitator & Team Recorder	03	04	07	14
	Trainer	02	01	03	06
	Total	25	25	50	100
V	Income Level per month				
	Below Rs. 25000 per month	02	01	03	06
	Rs.250001- 50000	10	11	21	42
	50001-75000	10	08	18	36
	Above 75000	03	05	08	16
	Total	25	25	50	100

(Source: Compiled from primary data)

It has been observed that the majority of the sample respondent have been passed the engineering degree. The average income level of sample employees has been fallen in the range from Rs. 25001. to Rs. 50000. The majority of sample employees are team members. (Table -1)

VII. THE DETERMINING FACTORS OF PERFORMANCE MANAGEMENT SYSTEM

The determining factors to the performance management system are presented in in the table no-2 and the evaluation of the determining factors to performance management also presentment in the same. For this purpose, a Stratification of the sample respondents was done according to the 'Employment Sector wise'. In this connection, two groups were classified as 'IT Sector Employees' and 'ITES Sectors'. The data obtained from their perception were fitted with 't' test to find out the association of the profile variable with the process of performance management.

Table 2: The determining factors of performance management system

Sl. No	Performance Management Process	IT sector Employees N=25		ITES sector Employees N=25		"t" Value	Level of Significance
		Mean - X	Std. Deviation 'S'	Mean - X	Std. Deviation 'S'		
1	Philosophy and Culture of IT sector	3.3007	1.100	3.3001	1.202	1.05	0.289
2	Agile Goal Setting	3.9228	1.088	3.9122	1.194	1.08	0.272
3	Reduce the benchmarking standard as workable	3.3008	1.006	3.2333	1.304	0.87	0.502
4	Consulting, training and coaching for performances management	3.1005	0.924	3.3009	0.619	0.69	0.607
5	Considering of Compensation Processes	3.8994	1.066	3.7661	1.052	1.98*	0.054
6	Recognize Employee Contributions	3.6744	1.007	3.5734	1.317	2.22*	0.022
7	Simplifying the performances management Processes	3.2007	1.102	3.1009	1.002	1.44	0.108
8	Eliminate redundancies and challenging factors to Performance management.	2.1008	1.401	2.6116	1.222	0.80	0.485
9	Consideration of employees feed back	3.5604	1.208	3.9643	1.247	2.11*	0.027

(Source: Computed from respondents schedule * Significant at 5 percent level)

The perception of IT and ITES sectors employees was examined and found that the employees IT and ITES sectors have evaluated highly the determining factors to performance management name predictor variables namely, "Agile Goal Setting" (mean score 3.9228 for IT employees and 3.9122 for ITES employees), and the "Considering of Compensation Processes" (3.8994 for IT employees and for 3.7661 ITES employees). On the other hand, the employees of both two sector have highly evaluated the determining factors to performance management system named as "Recognize Employee Contributions" (Means score 3.5604 for IT employees and 3.9643 for ITES employees) (Table ;2)

It was noticed that the following the determining factors to performance management system such as, "Recognize Employee Contributions (2.22) and "Consideration of employees feedback" (2.11.) were statistically significant at 5 percent level, since the 't' values were greater than the tabled 't' value.

VIII. THE CHALLENGING FACTORS TO THE PERFORMANCE MANAGEMENT SYSTEM

Challenge 1 Lack of Alignment

The first challenge is the lack of alignment due to various IT Sector processes being created in isolation. The link between Strategy development, budgeting and operational planning is developed by different groups of people with different frameworks being used. The performance management system lacks alignment between individual performance, team performance

Challenge 2 Lack of Measurements

The second challenge happens at various levels of the IT sector in that poor measures are developed, in many cases targets are set but no relevant measure is put in place. In other cases no data can be collected or is kept as evidence to track performance.

Challenge 3 Leadership and Management commitment

The Leadership and Management challenge has a huge impact on integrating and aligning a management system to deliver a comprehensive performance management system. The commitment and understanding of leadership and management of the requirements for achieving a workable performance system is critical to performance success.

Challenge 4 Managing of the performance system

Managing a performance system in an IT company requires a disciplined framework; it requires the IT company to work off one master plan broken down into relevant parts and areas of responsibility. The management responsibility at various levels needs to understand the contracting, measurement development and appraisal process very well and apply it consistently. Secondly management needs to appreciate that performance management is not an event but something that is managed daily but recorded and reported at certain times through reviews and appraisals.

Challenge 5. Managing poor performances

The management of poor performance is normally a reactive action, but in many cases it is delayed and therefore turns into a discussion that is difficult to make relevant. Another reason poor performance is not managed on time is the lack of valid measurements and the collection of required evidence and measurement data. (Table ;3)

Table 3: The Challenging factors to performance management system

Sl. No	Challenging factors	Employees gender wise- Mean Score				F Ratio	F Probability
		IT		ITES			
		Male	Female	Male	Female		
1	Lack of Alignment	2.9044	3.7888	3.4286	3.8003	3.3749*	0.0214
2	Lack of Measurements	2.6667	3.6000	3.0286	3.2500	2.0117	0.0355
3	Leadership and Management commitment	1.8333	3.5600	3.0857	3.5500	4.6007*	0.0038
4	Managing of the performance system	2.3333	3.5000	3.3429	3.6000	3.8008*	0.0133
5	Managing poor performance	3.0033	4.5003	4.0020	3.9111	0.7009	0.5011

(Source: Computed from respondents schedule * Significant at 5 percent level)

The respondents were classified into four sub-groups according to their 'gender and sector of working'. The data from their perception with respect of Challenging factors to performance management system were subjected to One Way ANOVA test to ascertain their association with the dimension.

It is observed from the figures given table-3 that female employees of IT Sector have rated the Challenging factors to performance management system named as "Managing poor performance" (4.5533) very highly. The same respondents of ITES have given high mean scores to "Challenging factors to performance management system" (3.8003), "Lack of Alignment" (3.800), and "Lack of Measurements" (3.2500). Significant difference of perception among the four different groups of employees in respect of Challenging factors to performance management system, since their 'F' values were found "Leadership and Management commitment" (4.6007) and "Managing of the performance system" (3.8008)

IX. CONCLUSION

The competition between the IT sectors for achieving higher global market share influences the performances management approaches of IT companies. The work balanced alignment, good reward system, leadership styles for performances management commitment, changing the poor performances are the suggested action plan for optimizing the performance management in the study area.

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