



Management of Performance & Skill Development

Brijesh Kumar Agarwal*

*D. N. College, Meerut, U.P., India
Email Id: dr.brijesh.ag@gmail.com*

Abstract

Management of Performance & Skill Development is one of the most vital and strategic segments of human resource development throughout the world irrespective of developed economies or developing countries. No Organization can attain anything without managing its people effectively and efficiently. Whether it's a matter of capital equipment, distribution channels, resource allocation and marketing, it always comes down to people. Since, people are the vital stock of every organization; therefore, effective managing of people has become the strategic issue for every organization worldwide in the present 21st century.

In this paper the researcher endeavored to find out the cost experience and building strength and coordination among levels in order to make good management of performance and skill development.

Key Words: *Cost, Quality, Innovative, Career Plans, and Diversity.*

PAPER/ARTICLE INFO

RECEIVED ON: 18/08/2015

ACCEPTED ON: 22/12/2015

Reference to this paper should be made as follows:

Brijesh Kumar Agarwal (2015), "Management of Performance & Skill Development", *Int. J. of Trade and Commerce-IIARTC*, Vol. 4, No. 2, pp. 375-382

1. INTRODUCTION

Human resource means the recognition that people in an organization are a vital asset that contributes to the growth and development of the business organization, in the same manner as other physical assets do. Hence, this refers to the collective skills, abilities and expertise of the people in the business organization that contribute to the performance.

With the accelerated growth of globalization, there is a radical shift in the connotation of people in the organizations. Earlier it was considered as a 'personnel administration' and then has come up as 'human resources'. Today it is being called 'human capital'. Hence, accordingly, the paradigm has also moved out from treating employees as 'resources' that are to be consumed and the costs of which should be minimized, to treating employees as 'assets' that are to be valued and investments there in to be managed to create 'best performers'.

Managing performance of is one of the most vital and strategic segments of human resource development throughout the world irrespective of developed economies or developing countries. No organization can attain anything without its people. Whether it's a matter of capital equipment, distribution channels, resource allocation and marketing, it always comes down to people'. Hence, people are building stock of any organization rapidly. Therefore, managing performance of people has become the strategic issue for the organization in the present 21st century.

With the speedy globalizations of the world the concept and practice of performance management has been occupying strategic place in corporate global world. The soul of a business organization worldwide is to create 'best performer and achieve 'best performance' so that they could contribute positively and constructively in the growth and development of the organization. In the 21st century wherein severe and throat cutting competition is prevailing upon, the success of the business organization would depend upon the efficient, effective, productive and intelligent working force. Now the question does arise how to inculcate efficiency, higher productivity resulting into economy (EPE). Global competitiveness needs well-searched and defined system and processes that become templates for future growth and performance. The present paper deals with certain important and strategic issues related to performance management.

There is a logical saying that "watches your thoughts, as they become words; watch your words, as they become action; watch your actions, as they become habits; watch your habits, as they become character and watch your character as they become destiny".

2. COST

The view taken is not just of financial and time investment, but the price paid for knowledge, skills and capabilities that are sine-quo-non for best performance and best performer. Acquiring of knowledge and skills are imperative for quality of creating best performers. In 21st century, the most wanted word is 'quality'. Quality counts everywhere. Quality is saleable worldwide. Hence, how to maintain quality by reducing cost, the biggest challenge of the present century.

3. EXPERIENCE

The experience is considered as an asset for human resource to discharge its duties and responsibilities in giving or contributing towards attainment of mission and goals of the

organization. The common denominator of international talent is new habits and ways of thinking to uncover solutions to human resource problems. Added to this, the seemingly natural ability to interpret unfamiliar terrains and ambiguous turfs deems the outsider culturally and managerially intelligent.

3.1 Get People by Your side:

There is a saying in regard to managing performance that what makes you successful is that you can phrase things and issues in a manner that is inspirational that makes coalitions possible. This requires an attitude of be tough and be fair.

3.2 Dual-career Track Dilemma:

These days in a business organization there is a crisis of identity of Expertise leader and Manager Position. Sometimes such crisis affects the performance. Clearly, something has been taken out from the Manager's role to create the Expertise Leader. Hence, the Manager place cannot be as big as it was earlier. From a job evaluation viewpoint, the strategic issue is whether it is a 'fixed sum game' or not.

3.3 Compensation Aligned with Work Performed:

In 21st century, the concept of turnover has become focal point in an organization to achieve by the performers. This could be possible when the performers must contribute best. In an organization, there is a concept that salaries cannot continue without limit. There are salary ranges and these tend to have some sort of maximum, to ensure that the compensation provided is aligned with work performed.

3.4 Removing Salary Cap:

It is the offshoot globalization. The shortage of talent is seen in many sectors of emerging economies. And it will be felt acutely at companies in newer industries where there is no previous experience. Hence, such persisting trends compel organization to remove salary cap so that best human minds could be attracted. Removing such cap from the existing compensation structure is conceptually easy but very difficult in practice. Such action creates a lot of managerial hardship. But it has become inevitable for the organization to follow so that employees' folk could remain intact and the performance of the people should not be affected. The most vital issue in this regards is whether the loss of certain human resource is sufficiently detrimental to the organization to justify changing organization of work or implementing a special compensation solution to have positive impact and consequence on the human resource performance.

In reality, the removing the salary cap tries to identify a range of pay above and beyond the current maximum for the highest level of person may be an Expertise Leader or a Manager contributor role and contribution and also developing a set of norms to control both. It is to be seen that how individuals again access to this additional pay range and how they might progress through that range.

4. BUILDING STRENGTHS

It is another significant issue of performance management. It is essential on the part of the employees to minimize their weaknesses. There is no need to shy away from retaining and additional experimental learning. Have your competitive advantage to make your experience and expertise fuller.

4.1 Strategic Fit:

In today corporate world, the needed competitive advantage of the organization is to be attained through harnessing the potential and opportunities available in the people by creating and adopting a positive culture and enlisting the support of all the people to the organization aims. This in turn implies that there has to be what is called a 'strategic fit' i.e. human capital development action plans have to be matched with business action plan. This is essential for attaining consistency and continuity.

4.2 Recognize new surroundings/people:

It is a great saying that a stranger in a strange land or place sees more and sees fresh. Growth requires curiosity to expose to experience difference and synchrony. Immerse yourself in new environment and others' learning. Broaden your view and be open to embrace another. Believe in the power of diversity of ideas.

4.3 Trust in yourself and instinct:

Seek Simplicity, and then distrust it. Rely on intuitive skills as much as analytical talents. Sometimes, give up a mechanistic viewpoint and operate from creative and moral powers to reinvent yourself. It is rightly said somewhere 'listen to the impulsive voice'.

4.4 Play the Right Tune:

The organization has to make efforts to create and establish trust, team spirit and community consciousness among people, by helping them bridge their differences and forge personal connections. It has to tailor the organization's aims and objectives in such a manner that it should create a right tune. The policies and practices should not leave any scope of discrimination whatsoever. Inclusiveness through fair environment where each people has access to opportunities and can contribute to their fullest potential must be encouraged. This will make everyone feel valued, appreciated and be willing to adapt to each other. This may go along way the most wanted facets affecting performance in the organization namely- attrition rate improvement workplace morale, perking up productivity, efficiency, effectiveness and competitive edge over rivals.

4.5 Link Pay with Skills not jobs:

It is also newly emerging issue in performance management and being experimented in developed countries especially Multinational Corporations (MNCs). Under this system the people are paid in terms of worth of the work done by employees. This concept is based on the principle of equal pay for work of equal value.

These days there is another alternative approach known as paying for skills. For the user of this concept and practice it is essential to pay persons in proportion to the work that they are able and capable of doing regardless what they actually do.

4.6 Innovative Though where no penny required:

Negative thoughts and defeatist attitude is very injurious to organization's health and may create high degree of cynicism, tensions and related stress affecting performance in a big way. Think of a wonderful experience you have had and relive it. Practice being optimistic and look for the silver lining in every black cloud.

4.7 Developing Career Plans:

There was a time when most tread a well laid out way from school to college to a job to retirement. At the most, people changed their jobs once or twice on an average. Loyalty and stability were valued most. This path however, is no longer viable and feasible in today world. Today, the demands of modern day work life are at the best challenging –at worst intimidating. Rapid career changes do not permit the development of a career path. Hence, one of the main facets of human resource development is to encourage growth and career development of the employees to sustain the performance of the people. Lack of career development is always resulted into losing a good employee.

4.8 Employees Concerns:

The most significant issue having far reaching implication on performance management is the immediate attention on employees concerns. The main concern of the employees is does this guarantee a promotion, if not, then, why should we bother? What is required to recognize the difference between aspiration, desperation and apathy? This means that personal growth should not stop.

4.9 Perks that Work:

What is it that enthuses and motivates an employee to work harder? This is one most wanted issue fascination and confounding many an employer till a bright chap came up with idea of adding perks to a regular wage system in the hope of boosting work morale, efficiency, effectiveness and performance. Today, in the corporate world a perk that allows employees to enjoy a better work-life balance is a significant attraction.

4.10 Employers Role:

The employer role is also very vital to attain best performance. They have to create and establish, career information center, growth programs, interaction and partnering or shared responsibility.

4.11 Non-Salary Benefits:

Today, it is believed that performance is also linked with the extension of non-salary benefits to the people in the organization. These benefits are stimulating people more as compared to salary benefits. It is true to say that other forms of benefits and recognition is more relevant and appropriate for the people for their contribution in the growth and development of the organization. This is so because the special salary benefits may prove to be uncomfortable due to perceived and real pay equity considerations. Hence, what is required on the part of the organization is to identify the people in the organization whom the organization believe are worthy of special treatment and then provide the same in whatever format make a sense. In this regard, financing trips to international conferences, seminars and workshops relating to performance management worldwide. These financing would have double impact on people in the form of confidence and external exposure.

4.12 Voluntary Benefits:

Voluntary benefits for which the employees pay all or most the cost-allow employers to provide or extend easy. Convenient and affordable access to a range of financial and group insurance products to the people in the organization. These benefits include optional term life insurance, long-term care insurance and auto, home owners insurance, seasonal tax assistance, retirement planning and vision. These benefits always go a long way in creating the 'best performers'.

4.13 Diversity Frontier:

Comprehending the magnitude of diversity and its innate barriers is as good as winning half the battle. Routine problems are more common when different culture, languages, values and experience came into contact in the organization. Therefore, every organization has to brace itself for varying manners, attitudes, ethics, thoughts patterns and style of work. What is required now to give up old practices and embrace change and flexibility?

4.14 Let the Organization Help:

It is a common belief as also supported by the experts (Warren Bennis) that the organization is the primary, social, economic and political form and business organization is a dominant cultural force. Organization, in general and people in particular must deal with sweeping profound alteration in the society at large. Should not get for criticism, instead leverage your organization's offers of opportunity and identify how it can help you grow.

5. COORDINATION AMONG LEVELS

Perfect coordination, exposure and expertise among levels namely top management (CEOs), strategic head (functional heads) or operational head (Second and third tier supervisors) may lead to a best performance. It is not a matter of better but of being different. Few points in this respect are as follows:

5.1 Direction of Knowledge:

It is another vital issue having direct bearing on the performance management. This includes the creation of expertise and the dissemination of expertise among the people at all levels or organization. The creation and dissemination of expertise keep people on the right track, which is essential for best performance.

5.2 Be Hardworking:

It is the need of the hour that every individual in the organization should strike hard and should also makes efforts to try doing everything. It is correctly said that in an organization where the people work the difference between desire and drive is the difference between expressing yourself and proving yourself. Person is judged by deeds not by words. Break through cynicism and find a new meaning and purpose to your job.

5.3 Work under Uncertainties:

World is uncertain. Global and national environment are also uncertain. Hence, it is the need of the day on the part of the people to prepare them to work in adhocracy and chaos. What is required is to learn through surprise and adversity. Everywhere your trip is where the treasure lies. Be comfortable in uncertainties, mysteries and doubts yet reaching after fact and reason.

5.4 Responsibility without Authority:

With every job comes responsibility. Job and responsibility move hand in-hand. Two faces of the same coin. It is something that gives employees a sense of value and pride (sine-quo-non for performance management) in their work. However, when they lack the authority to back their responsibility, it is different story altogether. There will de-motivation, lack of enthusiasm, stress and dissatisfaction and finally a management disaster.

5.5 Direction of Work:

The best performance of the people of an organization by and large depends upon the effective and meaningful direction of work. This includes developing work plans; identifying resource

requirements, procuring the essential resources and executing the plans to achieve organization mission and goals. There is true saying that mission leads to objectives. Objectives lead to goals. Goals leads to targets are to be measure for analyzing the performance.

5.6 Education and Training:

Man is born as an asset. How, make human asset most productive? The answer lies in the advancement of education and imparting training. Improvement in human resource needs application of theory with practice. Advanced methods of training can be adopted and intensity of training is to be ascertain. These things may go a long way in creating best performers in the organization.

5.7 Recognize Yourself:

Recognition to your own self is one of the newly emerging concepts in performance management. By this act you introspect in yourself in relation to your contribution and role in the growth and development of the organization. It is true to say that you are there because of organization and hence, organization is at the top of the head. Make out moments when you have deeply and intensely involved in your work. There is saying that you work when you feel to work. This is because under such tendency your contribution to the organization would be highest and you would efficient. Under such tendency you will be most active and alive a voice inside you would say 'this is the real me'.

5.8 Keeping Learning and Moving Ahead:

Learning is a continuous process. It has no ends. These days are the days of drastic changes and hence, learners inherit the future. The learned find them equipped to live in the globe that does not exist anymore. What is required today i.e. in 21st century to develop the ability and capacity to grasp and seize potential and opportunities that come for a while to them.

6. CONCLUSION

From the foregoing discussion it is clear that the concept and practice of managing performance are of paramount significance. With speedy globalization and intense competition world over, the role and contribution of performance management has become more strategic and critical for the survival of the business organization worldwide. Efforts must be made out to create 'best performers and best performance'. This could be possible by adhering on the concept and practice of 'training the trainers'. Sizeable amount of investment must be earmarked to this facet of global challenges. Peter Dracker's concept of 'learning organization' is still valid and relevance to performances management. It is high time to take care of people's strengths and exploit the strengths to fuller extent to attain ultimate mission and objectives of the organization. Building up of your own credibility is a big step in getting people of your side.

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