



ORGANIZATIONAL VISION AND STRATEGIC PERFORMANCE MANAGEMENT:

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There are various types of methods use in appraising employees' performance. Locher and Teel (1988) identified graphic rating scales, open-ended essay and management by objective as the most popular appraisal methods. In another study, Smith, Hornsby and Shirmeyer (1996) noted that none of the human resource managers reported using behaviourally anchored rating scales (BARS).

Nankervis and Leece (1997) found in their study that a combination of methods was used in the appraisal of both managers and non-managerial employees. However, when they collated all the combination of methods, management by objective was nominated the most frequently used method for managers, and job competencies, for non-managerial employees.

Sillup et al (2010) found through research with five US-based organizations that all were using annual 360-degree feedback. Within each organization, the majority of performance evaluators and employees (87 per cent) had received training about their performance appraisal system and 85 per cent of evaluators helped their employees set objectives. However, only 20 per cent of the evaluators with greater responsibility within the organization were seeking feedback about an employee's performance from peers, which was inconsistent with the 360 appraisal system.

Outcomes of Effective Performance Appraisal

Common outcomes of an effective performance appraisal process are employees' learning about themselves, employees' knowledge about how they are doing, employees' learning about 'what management values' (Beer, 1981).

According to Stephan and Dorfman (1989) outcomes of effective performance appraisal are improvement in the accuracy of employee performance and establishing relationship between performance on tasks and a clear potential for reward.

Teratanavat, Raitano and Kleiner (2006) found outcomes like reduced employee stress, review of overall progress, linkage between current performance and employee's goals, and development of specific action plans for future.

Regarding whether age, experience, and level of education of employees influence their perception of PAS, Gurbuz and Dikmenli (2007) posit that the less experienced and youthful employees are relatively more anxious during appraisal than the more experienced and older ones. However, employees who undergo PA several times, regardless of their age, accumulate valuable information, knowledge and experience about its process and purpose through the feedback system. This eventually helps reduce their anxiety during subsequent appraisals. In general, both youthful and older employees' perception of PAS does not vary significantly according to their ages.

The authors further suggest that highly educated and professionally competent appraisees are generally more co-operative and supportive of PA than those of relatively lower educational and professional competence.

However, many factors, including organizational leadership and culture, impact the attitude of most employees towards PA, regardless of their educational or professional standing (Gurbuz & Dikmenli, 2007).

Organizational climate is a meaningful construct with significant implications for understanding human behavior in organizations (Allen, 2003; Al-Shammari, 1992; Ashforth, 1985; Cotton, 2004; Glission & James, 2002; Tustin, 1993; Woodman & King, 1978). This is evident from all the research conducted and published on the role and value of organizational climate in organizations and its impact on various organizational outcomes over the past 50 years (Campbell, Dunnette, Lawler & Weick, 1970; Forehand & Gilmer, 1974; Glick, 1985; Hellriegel & Slocum, 1974; James & Jones, 1974; Joyce & Slocum, 1979; Litwin & Stringer, 1968; Naylor, Pritchard & Ilgen, 1980; Payne & Pugh, 1976; Schneider & Reichers, 1983; Tagiuri & Litwin, 1968; Woodman & King,

Organizations that are able to create environments that employees perceive as benign and in which they are able to achieve their full potential are seen as a key source of competitive advantage (Brown & Leigh, 1996). Organizational climate can therefore be regarded as a key variable in successful organizations.

The relationship of employee and manager is strengthened the exchange of ideas while evaluating the performance of employees (Walsh and Fisher., 2005). In a study by Kuvaas

(2010), the perceived effectiveness of performance appraisal is found to have a positive relationship with work performance and organizational commitment.

Organizational commitment has been defined as a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover (Allen & Meyer, 1990), and as a mindset that takes different forms and binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). Mowday, Porter & Steers (1982) outlined the distinction between attitudinal commitment, a mindset in which individuals consider the congruency of their goals and values with those of their employing organizations, and behavioral commitment, the process by which individuals' past behavior in an organization binds them to the organization. The complementarity of attitudinal and behavioral commitment was integral in Meyer and Allen's (1991) conceptualization of a multidimensional model of organizational commitment.

Fairness of Performance Appraisal and Organizational Commitment

Process in evaluating the performance of employees is one of the most important determinants of organizational justice (Greenberg, 1986; Folger et al., 1992). Although researchers argue about the category of fairness, there is a general consensus that organizational justice consists of at least two components, namely distributive and procedural justice (Arif et al., 2011). The procedural justice is the perception of workers that procedures used to evaluate their performance is fair while distributive justice means that performance or rewards received from the use of these procedures is fair (Greenberg, 1990; Colquitt et al., 2001). Further review in the literatures indicates that fair practices in human resource management, particularly in terms of performance appraisal has a predictive role in the employees' attitude such as the organization's commitment (Jehad et al., 2011).

Performance appraisal is viewed as an important mechanism for changing employees' attitude and behaviors such as effective justice (Greenberg, 1986; Folger et al., 1992). Although researchers argue about the category of fairness, there is a general consensus that organizational justice consists of at least two components, namely distributive and

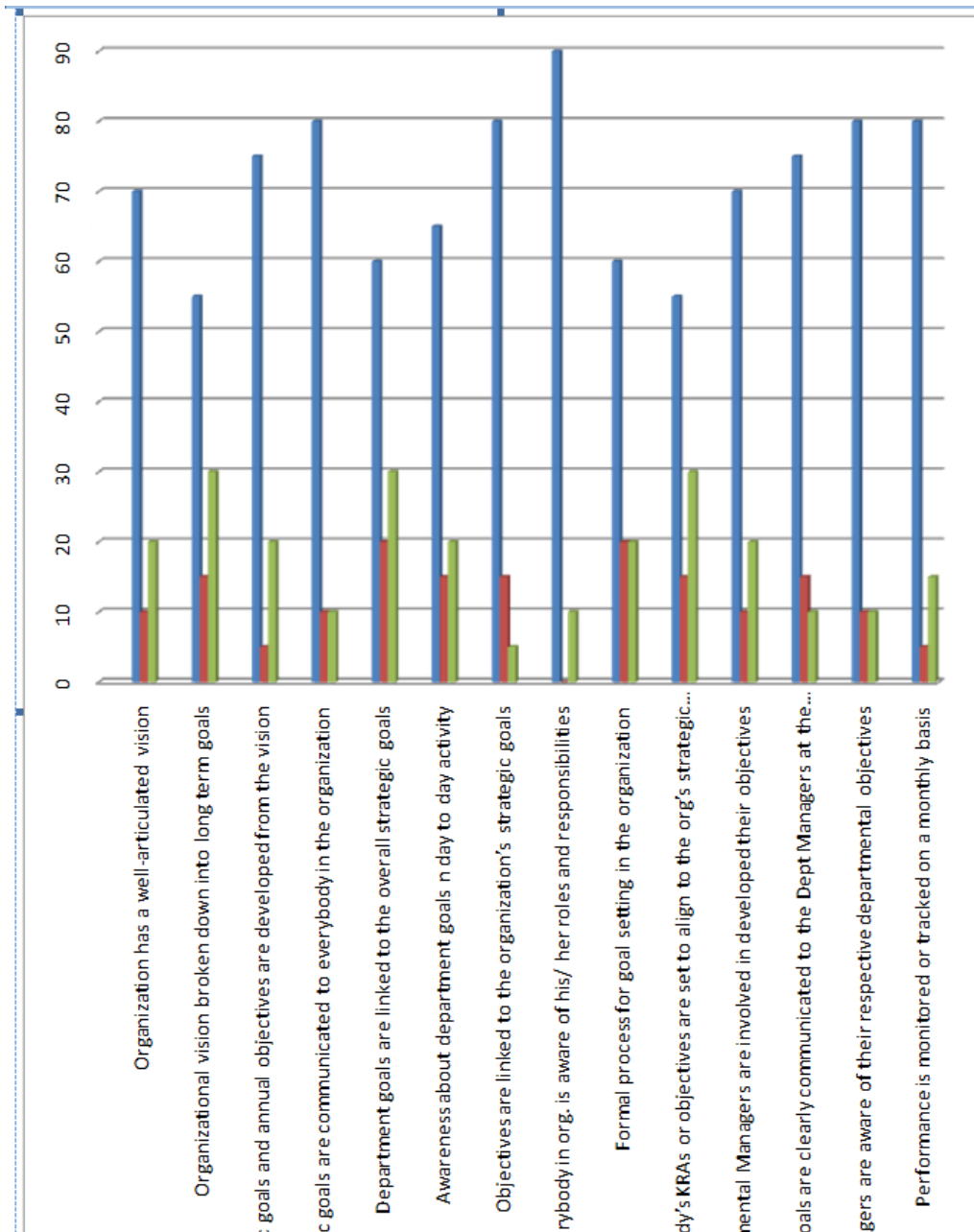
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Table 11 - Table showing the Organizational Vision:

Sr. No	Parameters	Yes	No	Some What	Total
1	Organization has a well-articulated vision	14 (70 %)	2 (10 %)	4 (20 %)	20 (100 %)
2	Organizational vision broken down into long term goals	11 (55 %)	3 (15 %)	6 (30 %)	20 (100 %)
3	Strategic goals and annual objectives are developed from the vision	15 (75 %)	1 (5 %)	4 (20 %)	20 (100 %)
4	Strategic goals are communicated to everybody in the organization	16 (80 %)	2 (10 %)	2 (10 %)	20 (100 %)
5	Department goals are linked to the overall strategic goals	12 (60 %)	4 (20 %)	6 (30 %)	20 (100 %)
6	Awareness about department goals n day to day activity	13 (65 %)	3 (15 %)	4 (20 %)	20 (100 %)
7	Objectives are linked to the organization's strategic goals	16 (80 %)	3 (15 %)	1 (5 %)	20 (100 %)
8	Everybody in org. is aware of his/ her roles and responsibilities	18 (90 %)	0 (0 %)	2 (10 %)	20 (100 %)
9	Formal process for goal setting in the organization	12 (60 %)	4 (20 %)	4 (20 %)	20 (100 %)
10	Everybody's KRAs or objectives are set to align to the org's strategic goals	11 (55 %)	3 (15 %)	6 (30 %)	20 (100 %)
11	Departmental Managers are involved in developed their objectives	14 (70 %)	2 (10 %)	4 (20 %)	20 (100 %)
12	Goals are clearly communicated to the Dept Managers at the beginning of the year	15 (75 %)	3 (15 %)	2 (10 %)	20 (100 %)
13	Dept Managers are aware of their respective departmental objectives	16 (80 %)	2 (10 %)	2 (10 %)	20 (100 %)
14	Performance is monitored or tracked on a monthly basis	16 (80 %)	1 (5 %)	3 (15 %)	20 (100 %)

Graph 11 - Graph showing the various aspects of Organizational Vision :



Description related with the parameters related to Organizational Vision

The researcher has formulated fourteen parameters so as to assess Organisational Vision.

Majority of the respondents i.e., 70% agree with the fact that Organization has a well-articulated vision while 20% of the respondents from the category of HR managers do not agree so.

More than one half i.e. 55% agree that Organizational vision is broken down into long term goals while 30% of the respondents disagreed the same.

When three fourth agree that Strategic goals and annual objectives are developed from the vision, 20% somewhat agree.

An overwhelming, 80% agree that Strategic goals are communicated to everybody in the organization while 10% respondents do not agree with the fact that Strategic goals are communicated to everybody in the organization.

A good proportion of 60% opinioned department goals are linked to overall strategic goals.

When 65% of respondents are aware that departmental goals in the day to day activity, while 20% of the respondents disagreed the same.

A high i.e., 80% the respondents think that objectives are linked to the organization's strategic goals while only 5% of the respondents do not agree, while 15% said that it is not so.

When a great proportion ie 90% agree with the fact that Everybody in org. is aware of his/her roles and responsibilities , 10% of the respondents do not agree with the fact, none said that they are not aware of it.

Regarding formal process for goal setting in the organization, 60% of the respondents s agreed the same, while 20% expressed disagreement.

A little more than one half i.e. 55% agree that everybody's KRAs or objectives are set to align to the org's strategic goals while 30% of the respondents disclosed disagreement .

In case of eleventh parameter it is clear that, 70 do agree with the fact that departmental Managers are involved in developing their objectives while 20% of the respondents do not agree .

Three fourth agree that Goals are clearly communicated to the Dept Managers at the beginning of the year while 10% of the respondents denied the same.

Majority of the respondents i.e., 80% are aware of their respective HR objectives while 10% of the respondents from the category of HR managers do not agree.

When 80% agree that Performance is monitored or tracked on a monthly basis, 15% of the respondents showed agreement.

It is obvious from the data that the highest agreement is regarding awareness about his duties and the roles while the disagreeing is relatively more. Concerning organizational parameter vision is broken in to long-term goals and KRA's of objectives are set to align the organizational strategic goals.

It is true that all the organizations may not be having a strategic vision, whereas everyone should be aware about once duties and responsibilities.

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