
EFFECTIVE MANAGEMENT TECHNIQUES IN VARIOUS BUSINESS SECTORS: A QUALITATIVE STUDY

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Abstract

Management practices are the working strategies and innovations that managers use to improve the effectiveness of work systems. Employee empowerment, education, quality improvement programs, and the use of various sorts of modern technologies are all popular management techniques. The primary goal of this research is to examine PMS in various industries.

***Keywords:* pms, management practices, work systems, employee empowerment** **Introduction**

The role of Human Resource Management in business organizations is changing dramatically in the current environment, with a major shift in focus away from just recruitment and selection, induction and training, salary and PF calculation, and toward developing functional policies that aid in the efficient and effective implementation of major corporate strategies. Nowadays, the HR Department, along with its other conventional tasks, focuses on supporting and increasing employee performance by creating a pleasant and healthy work environment and giving workers greater opportunities to participate in planning and organizational decision-making. Overall, HR's major efforts should be centered on producing high-performing leaders among workers by knowing their professional demands and nurturing their drive. Performance management is a modern notion that has become a need in today's corporate world owing to fierce competition. The performance management process in a company starts when an employee joins and concludes when he quits. Performance management is described as an organized method for improving overall organizational performance by fine-tuning personnel performance. It is a method for conveying expectations, defining responsibilities, and creating benchmarks in order to encourage and sustain a higher level of performance.

When Total Quality Management (TQM) programs were given appropriate priority for reaching better standards and quality performance in the early 1980s, the term Performance Management System (PMS) became widespread. Various additional HR activities such as job design, training and development, and incentive systems were also acknowledged as as vital as the conventional performance evaluation method in the complete and considerably better framework. Workers and organizational culture are managed in such a manner that employees perform in order to reach desired and planned organizational objectives via performance management. As a process, performance management is all about building a common understanding between management and workers of what is necessary to define and accomplish organizational goals.

goals. It is a method of managing people in order to improve personal performance while also increasing corporate success. Human Resource Management has grown more reliant on performance management systems, which include performance assessments.

Organizations, both public and private, are focusing more than ever on improving employee performance and productivity in order to not only stay competitive but also to survive, despite the fact that public and private sector enterprises differ in terms of structure, operations, policies, practices, and productivity. Government entities primarily control and administer public sector firms, while private sector enterprises are governed by private management. In general, public sector firms have a broad network of branches in rural and semi-urban areas, while private sector enterprises are mostly located in urban and metropolitan areas. The atmosphere and work ethic of public and private sector businesses are also different. It has also been observed that public sector firms prioritize socioeconomic considerations above profitability, since they continue to engage in a variety of non-profit social and welfare initiatives. Private sector businesses, on the other hand, are primarily motivated by profit. But there is one thing that both have in common: management competency, which is strongly linked to organizational performance and plays a critical role in the development and success of businesses. Human resource performance and efficiency impact productivity, which in turn determines an organization's ability to fulfill its objectives. A commercial organization's performance is measured by the quality of its product, market share,

customer happiness, and eventually profits, while a public organization's performance is measured by its ability to provide services and manage projects with fewer resources at a reduced cost. As a result, firms must manage performance on a constant basis. However, performance management is a method for both public and private sector businesses to transform corporate goals into optimal outcomes. Management experts in both sorts of businesses were forced to rethink their goals and approaches to building techniques and strategies, such as performance management systems, that can measure performance over time. One must first comprehend the purpose and significance of a performance management system.

The fundamental notion of performance and the performance management system must be understood.

1. Objectives

1. To compare and contrast the performance management systems of public and private sector businesses.
2. To compare and contrast the approaches to performance planning used by public and private sector businesses.
3. To investigate the differences between public and private sector performance monitoring.
4. To determine the differences in performance management system implementation in public and private sector businesses.
5. To compare and contrast the post-implementation behaviors of public and private sector businesses.

2. Review Of Literature

Biswajit Satpathy (2020) One of the most challenging challenges confronting organizations throughout the globe is the structure, retention, and management of human resources. To conduct business and adapt to changing demographics and diverse work forces, the corporate sector must grow their capabilities and reinvent their organizations. The study looks at the literature on talent

management approaches in a variety of fields. Talent pools, talent nurturing, talent retention, and other approaches have been created by various industries to deal with the talent available to them. The recruiting process, the organization's labor force structure, individual growth, and getting regular feedback all contribute to a person's or organization's success. The goal of this research is to extract people management ideas from a number of key sectors, such as banking, healthcare, manufacturing, education, hospitality, and information technology. This research aims to provide a selected literature review of publications on talent management that have been published in the last decade. According to the assessment, this research lacked a theoretical basis, and further research is required to empirically prove some of the key features emerging in this sector. The study concludes with a literature analysis and recommendations for further research.

The purpose of this article, according to Vanessa Pertuz and Perez Per (2020), is to highlight the innovation management strategies that firms use throughout the globe and that have been recognized in the scientific literature. This inquiry uses Manchado's scoping review methodology. A total of 322 documents were located and examined by two reviewers. After applying the inclusion and exclusion criteria, 19 papers were extensively evaluated. With a focus on small and medium-sized firms, this article investigates how various kinds of practices manage innovation. The research identified a total of 116 practices, which were split into 13 categories. These groupings were classified using the innovation management methodology. The most often identified techniques for innovation were the application of project management ideas, product changes and process improvements, idea generation methodologies, and practices linked to human resource management. This article provides a framework of best practices for companies aiming to improve their innovation management process.

3. RESEARCH METHODOLOGY

The current paper delves into the research approach used in the current study. Five research aims have been presented to assess various features of PMS in this chapter. A total of seven research hypotheses have been established based on the study's objectives. The research design is also specified, suggesting that the present study is a descriptive study. Following that, the sample method and data collecting techniques were reviewed; for this study, a mix of random and convenient sampling procedures were used.

This paper also covers the development of the survey instrument that was used to gather primary data. Using a well-designed questionnaire, employees from various governmental and private sector entities in the states of Uttarakhand and Western Uttar Pradesh supplied primary data. The data was evaluated and analytic techniques were used to test the hypothesis and generate findings in the present research.

The respondents were drawn from the manufacturing and service sectors of four districts in two Northern Indian states, Uttarakhand and Uttar Pradesh, using systematic random selection. The present study was conducted in two districts from each state: Uttarakhand's Dehradun and Haridwar, and Uttar Pradesh's Noida and Meerut. Because of their closeness and availability of industries, the aforementioned districts were selected for data collection. Each district selects one public sector and one private sector enterprise. From all eight sites, about 750 people were reached physically and by mail. Four hundred and eighty-six questionnaires were completed and returned. Due to a small number of missing answers, a sample of 400 responses was analyzed, with fifty responses from each unit utilized as a research sample to maintain homogeneity.

Uttarakhand seized one public and one private industrial company from Haridwar, as well as one public and one private banking sector business from Dehradun. In western Uttar Pradesh, two software industry units, one from each sector, and two communications sector units, one public and one private in each district, were chosen from Noida.

Table 3.1: Districts and Industries from Western Uttar Pradesh

SN	District	Nature of Organization	Public Sector	Private Sector
1	Noida	Software Industry	CDAC	Wipro Technologies
2	Meerut	Telecommunications Industry	BSNL	Airtel

Table 3.2: Districts and Industries from Uttarakhand

SN	District	Nature of Organization	Public Sector	Private Sector
1	Haridwar	Manufacturing Industry	BHEL	Hero Motors
2	Dehradun	Banking Industry	PNB	Axis Bank

4. Result and Findings

Preliminary analysis is divided into four stages. The first part discusses the socio-demographic characteristics of the respondents. The second portion goes through extensive descriptive statistics for the whole data set, including mean and standard deviation. The KMO and Bartlett sample adequacy tests are used to assess if a sample is big enough for factor analysis in the third segment. The last section has a correlation matrix that shows how several specified components, such as corporate goals, performance planning, performance assessment, implementation, feedback, incentives and recognition, and performance improvement, are connected.

The present study's survey also collected socio-demographic information from respondents. The range of responses on numerous demographic parameters is presented from table 4.1 to table 4.6, and from figure 4.1 to figure 4.6.

Table 4.1: Gender of the respondents

Category	Frequency (N=400)	Percentage (100%)
Male	334	83
Female	66	17

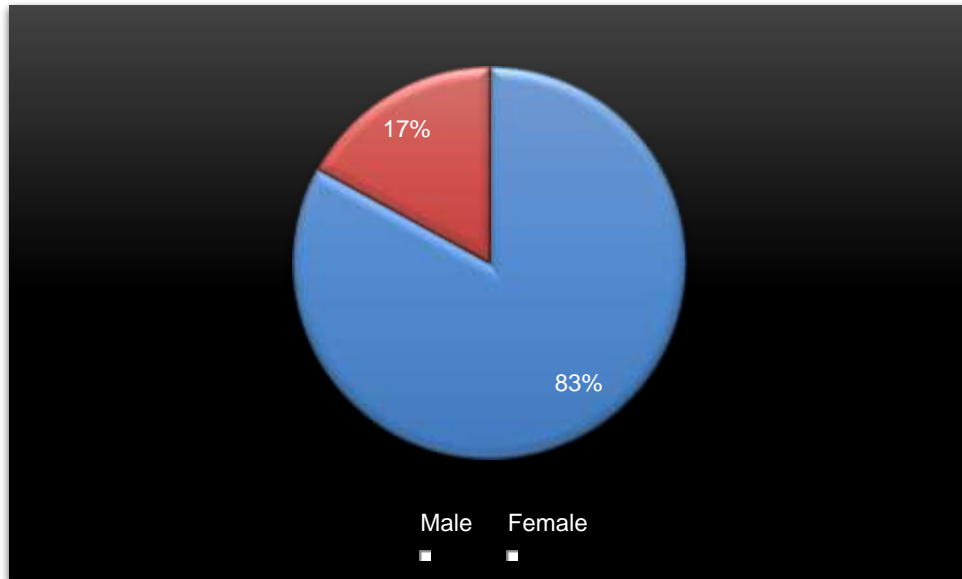


Figure 4.1 Gender of the respondents

4.1.1 Age of the respondents

Table-4.2 and Figure-4.2 illustrate the age categories of respondents, with 154 respondents (39%) belonging to the 31–40-year age group, 103 respondents (26%) belonging to the 41–50-year age group, and 93 (23%) belonging to the 21–30-year age group. Only one respondent was over the age of 61, while the other 49 were between the ages of 51 and 60.

Table 4.2 Age of the respondents

Category	Frequency (N=400)	Percentage (100%)
21-30	93	23
31-40	154	39
41-50	103	26
51-60	49	12
61+	1	0

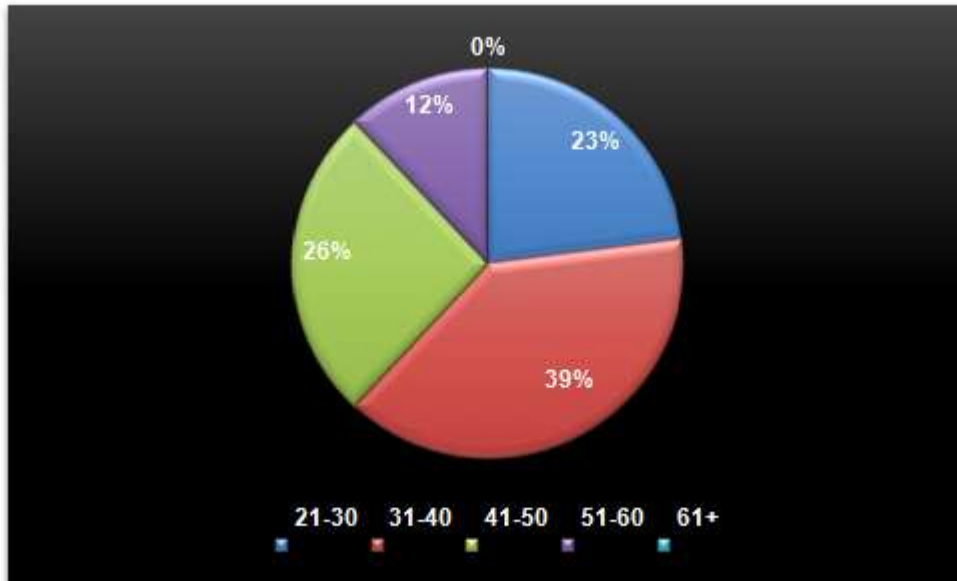


Figure 4.2 Age of the respondents

5. CONCLUSION

As a result, performance management may be characterized as a systematic and planned evaluation of a person's performance. Many businesses are focusing on performance management, and its importance is expected to grow in the near future since it is connected to other HR processes such as performance-related remuneration, career management, and talent management, among others.

The majority of workers, according to the present poll, are aware of the company's performance management system, whether public or private. Employees have a strong awareness of the numerous components of performance management in the business, with the exception of those aspects of performance management that are kept secret. Employees feel that both their superiors and themselves should evaluate them. Employees at the company are unsatisfied with the Performance Management System's lack of transparency. Employees often believe that the ratings they get should be shared with them.

The Performance Management System is crucial in Human Resource Management (HRM). To put it another way, PMS is seen as a crucial business driver that supports in the fulfillment of corporate goals. A good PMS may assist companies increase employee performance. A successful system

must be capable of cultivating a culture of trust, autonomy, authenticity, experimentation, proactivity, conflict, and collaboration.

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