



RESEARCH ARTICLE

FACTORS INFLUENCING THE SCOPE, SIGNIFICANCE AND OBJECTIVES OF PERFORMANCE MANAGEMENT SYSTEMS: A STUDY WITH REFERENCE E-COMMERCE AND M-COMMERCE COMPANIES IN HYDERABAD

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ABSTRACT

The Performance Management has become a challenge for the evaluators in the context of eCommerce and mCommerce Companies in India. In this study we attempted to study the factors influencing the scope, significance and objectives of Performance Management Systems with reference to mCommerce Companies in India. The research instrument used in this study was a structured undisguised questionnaire, which was administered to 200 employees, 120 men and 80 women of eCommerce and mCommerce Companies in India in particular in and around Hyderabad Metro. The five independent factors Performance Management Process, Policies and Practices, Rating Biasedness, Employee Behaviour, and Overall Information and one dependent factor Performance Management System (PMS) was assessed. The descriptive analysis, correlation techniques and parametric statistics like t-test carried out to arrive at the conclusions. To measure the reliability of the scale used for this study, and internal consistencies of the survey questionnaire, the reliability statistics Cronbach's alpha (C-Alpha) were estimated. The overall C-Alpha value is 0.84, and the C-Alpha values ranged 0.64 to 0.82, for all the 5 independent and one dependent factor. The multiple regression analysis was carried out to explain the nature of the relationship between PMS and the above said five independent factors. The results showed that >50% of the variation in PMS can be explained by the changes in above said 5 independent factors and suggest the policy makers that these factors can be considered for making Performance Management Systems as a good management tool.

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INTRODUCTION

E-commerce is anything that involves an online transaction, buying and selling over the internet. This can range from ordering online, through online delivery of paid content, to financial transactions such as movement of money between bank account. M-commerce refers to the practice of doing financial and promotional activities using wireless hand held device. Performance refers to the action or process of performing a task or function. The performance and competencies of all employees needs to be evaluated and enhanced on a continuous basis and this can be done

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established performance management system. Through performance management, the strategic goals of the organization are aligned to that of individual performance. Performance Management is an extensive, methodical, sequential and continuous process that involves performance mapping processes and sequences (Garvin 1998). Performance measurement is the process an organization follows to objectively measure how well its stated objectives are being met. It normally involves phases like, articulating and arriving at an agreement on objectives, selecting indicators and setting targets, observing performance, and analyzing those results vis-à-vis targets. In reality, results are often measured without clear definition of targets or detailed objectives. As performance measurement systems mature, greater attention is positioned on measuring what's important rather than what's easily measured. Organizations that emphasize accountability

tend to use performance targets, but too much emphasis on "hard" targets can potentially have dysfunctional consequences. Organizations that focus more on management improvement may place less emphasis on setting and achieving targets, but instead require organizations to demonstrate steady improvements in performance.

Some definitions of Performance Management

'Performance Management involves, thinking through various facets of performance, identifying critical dimensions of performance, planning, reviewing, developing and enhancing performance and related competencies' (Rao TV, 2015). Performance Management is the *'Continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills and abilities of people.'* (Michael Armstrong 2015). *'Performance management is the system through which organizations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards.'* (Briscoe and Claus, 2008) *'Performance management is a broad set of activities aimed at improving employee performance.'* (DeNisi, and Pritchard, 2006).

Scope and Significance of Performance Management

Policy formulation: Performance Management gives wide scope to the senior management or the Board to develop and formulate the policies for increasing the competencies of the workforce on one hand, enabling the individuals to reach their desired goals in their career, and to meet the defined objectives of the organization on the other. The policies in turn facilitate the process of making important organizational decisions, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have. These policies can be understood as political, managerial, financial, and administrative mechanisms arranged to reach explicit goals of an organization.

Better evaluation of contributions: Performance Management is helpful to provide great insights to know the individual or team contributions towards key organizational goals such as market share, innovation, productivity, profitability, social responsibility etc. The senior management can get a clear idea about the value addition by each employee. This is possible only through appraisal of performance.

Organizational continued existence: Human resource is the most valuable asset of any organization. Indeed, it is the key to the survival of any organization. In today's highly cut-throat business environment, especially, in eCommerce and mCommerce companies, an effective Performance Management System helps to deal with various issues that impact the employees' performance levels viz., compensation and benefits, retention strategies, work-life balance, free flow of communication between employees and supervisors/line managers, diversification of business, hierarchical matters, predictability of management decisions etc.

PMS is a Motivational tool: Good practices of Performance Management System motivate the employees perform better at work for the reason these practices are based on well established motivational theories such as Maslow's need hierarchy theory etc. One of the good practices in PMS is identifying and applying an appropriate motivational technique based on the employees behaviour, which can be understood during performance appraisal process. These techniques may vary from company to company. In particular, mCommerce / eCommerce companies can have significant effect by virtue of its Job rotation, Job enlargement, Job enrichment and Job simplification, which are critical factors to get the employees motivated.

Organizational Health: PMS facilitates high performance work culture thereby ensures healthy organization. It promotes transparency, trust, teamwork, in the organization. It holds the ability to (i) Align, which means gaining clarity of vision, strategy, and shared employee behaviours, (ii) Execute, which means moving in the agreed-upon direction with minimal friction, and (iii) Renew, which means continuously improve at a pace that exceeds competitors.

The Shared values, defining of clear objectives, aligning the business, are some of the characteristics of Performance Management System.

Objectives of Performance Management in context of eCommerce and mCommerce

The employees who know what was expected of them are found to be both more productive and profitable, and higher satisfaction ratings than those who do not. Therefore, the purpose of performance objective is to ensure that the employee knows exactly what they need to do in order for the organization to meet its predefined objectives/targets/goals.

The other major objectives of performance management are as follows:

- Achieving better standards of work performance
- Helping the employees in focusing towards performing the right task in the right way.
- Tapping the knowledge and skills required to performing the job efficiently.
- Enhancing the performance of the employees by encouraging employee empowerment, enthusiasm and carrying out an efficient reward mechanism.
- Encouraging free flow of communication between line managers and the employees in such a manner that there is no ambiguity between both of them about the roles, accountabilities, organizational objectives etc.
- Coaching the employees by way of giving continuous feedback with utmost transparency.
- Providing opportunities to progress in a career of an employee by forming a source administratively and strategically.
- Creating an environment and allowing the employee to be exposed to all kinds of challenges and learn with humility.
- Create opportunities for high-potentials in such a manner that they are sensitive to their strengths and limitations, and confident of their abilities.

Challenges of PM

In the technologically advanced businesses, especially in eCommerce and mCommerce space, the organizations are operating in the midst of challenging times. Organisations today, to remain profitable and competitive across different geographical locations, operate across more platforms and manage more stakeholders than ever before. The intricacy of the present business landscape is further accentuated by the rise of additional challenges such as the ever-changing talent, technology, availability, reachability and easy accessibility on a 24x7 basis. India is being emerged as the destiny for the eCommerce and mCommerce players. For instance, between 2009 and 2012, market size is increased from US\$3.8 billion to US\$ 9.5 billion. The eBay and Amazon, the two major American e-commerce players operating in India, started their operations in 2004 and 2013 respectively. The country is one of the most complex and dynamic market place in the world. Given its complexities, it needs engaged, multi-skilled and flexible employees who can thrive in a furiously fast-paced and highly competitive market. Market pundits say that it is the ability to deliver 'more for less over a longer period of time', which is to say that companies want to remain competitive in the long term and retain their options of future expansion, while simultaneously delivering current or short-term objectives and meeting cash flow goals with the leanest resources possible.

It is in this context, the organizations while implementing performance management programme, the major challenges appear to be carrying out an effective appraisal system, which can measure the deliverables at every stage. Alignment of periodical objectives to the system with the available competencies and that of work culture, which requires a change in the policies and procedures of an organization. Only persistent implementation of the programme can yield the positive benefits of a good performance management system. The major challenge is fixing the accountability to enhance the ownership of tasks or assignments. It is considered to be the most difficult task creating such a system of accountability. But ultimately it enables employees to make a self-assessment of their performance from time to time taking corrective/remedial steps (Osman *et al.* 2014).

Review of literature

A balanced approach has the potential to be more effective, which can combine the subjective discussion, concerning "How am I (really) doing, with an objective process to measure the results. Appraisal feedback is considered to be valid only when the manager clearly articulates, explains, justify or communicates as to how the employee performed in a given period. The employee must be assisted in all ways to reach their full potential. (Sahu, 2007) Performance Management is simply not a form-filling exercise in a conventional way, and performance appraisal cannot be treated as performance management. Performance Management is a conglomeration of KPAs (Key Performance Areas); measuring performance by understanding the limitations; evaluating it in a perspective whether the contribution made by an employee resulted positively or negatively; identifying the support requirements; improving the capabilities of employee to

perform even better to get desired output; continuously monitoring and reviewing. The author advises organizations to shift their focus from an appraisals-only-approach to the more holistic framework of performance management. This will ensure growth and development of employee performance. (Rao, 2004) A conceptual framework by identifying antecedents of job performance is utmost important in designing the effective Performance Management System. Simultaneously, the author presented an experimental study of job performance. It also deals with various human resource strategies like selection, appraisal, training, development, career planning, etc. Organization is a group of people and any common goal cannot be achieved by a single individual. It is the collective efforts or performance of many people that leads to success or failure. Every employee will be given a specific set of tasks with which he/she is expected to fully use his/her knowledge and skills to achieve the objective. Hence, cumulative job performance of every employee is linked to the performance of the organization as a whole. Overall, it offers an instrument for use by HRD managers for reviewing their strategies, even as it explores appropriate strategies for managing people in almost every believable type of organization. (Dinesh K. Srivastava, 2005) George Ndemo Ochoti *et al.* (2012) studied the Factors Influencing Employee Performance Appraisal System: A Case of the Ministry of State for Provincial Administration & Internal Security, Kenya. Performance Appraisal system is a good tool for human resource management and performance improvement (Longenecker and Goff, 1992). Involving the employees to understand organizational goals, what is expected of them and what they will expect for achieving their performance goal will help in organizational development (Bertone *et al.* 1998). PAS should also link individual performance with reward management (Townley, 1999). Linking performance with reward increases the levels of performances and should be used in both public and private sectors (Armstrong & Brown, 2005). Feedback is an important factor of PAS and the rates should be given feedback on their competence and overall progress (Longenecker 1997). The 360 degree feedback method can be utilized by organizations as this method combines evaluations from various sources into over all appraisal (Garavan *et al.*, 1997). Performance ratings are based on rater evaluations which are subject to human judgements and biasedness. Personal factors and prejudices are like to influence ratings (Cleveland and Murphy, 1992). The interpersonal factors are important to the PAS as they influence the outcome of the interactions (Greenberg (1993). The employee attitude toward the system is strongly linked to satisfaction with the system. The perceptions of fairness of the system are an important aspect that contributes to its effectiveness (Boswell and Boudreau, 2000). Understanding the employee's attitude and behaviour about the PAS in organizations is important as they are key to determine the effectiveness (McDawall & Fletcher, 2004).

Objective of the study

The objective of the study is to present the main factors influence the PMS system in the said organization;

- 1) To identify the factors that influence PMS at the workplace of said companies

- 2) To identify whether there are any mean differences in the above said factors in influencing the PMS

Research question

- 1) Does Performance Management System process influence the system?
- 2) Does five independent factors Performance Management Process, Policies and Practices, Rating Biasedness, Employee Behaviour and overall information influence the PMS?

HYPOTHESES

Based on the identified problem, research question and the objectives the following hypotheses were formed:

- H₁:** There are no significant differences among factors that influence the PMS
- H₂:** There are significant differences among the factors that influence the PMS

Research methodology

Conceptual Framework: The proposed framework was adopted based on the past research by George Ndemo Ochoti et al. (2012). The factors under the study have been represented diagrammatically to show the relationship between independent factors and dependent factors (Figure 1).

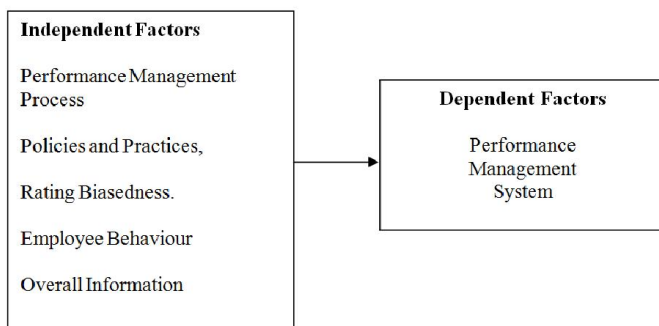


Figure 1. Conceptual Framework

Data Collection

Sample Size: A sample size of 200 employees selected and the demography of sample indicated the following tables.

Demography of Sample		
Gender	Frequency	Percent
Men	120	60
Women	80	40
Total	200	100
Source: Primary data		
Sample Description		
Age Group	No of respondents	
20-29	50	
30-34	60	
35-39	44	
>40	46	
Source: Primary data		

Research Instrument: The research instrument used for the survey is a structured undisguised questionnaire—a main source for the primary data collection. Secondary data was collected from various published books, websites and records pertaining to the topic. The questionnaire was divided into 2 sections. In the Section I, background information/personal details of the respondent were collected. The Section II of questionnaire was used to find out the PMS performance levels of the employees and impact of the PMS on performance. This part contains 45 questions related to five independent factors and one dependant factor effecting the PMS, as described earlier. The respondents were asked to choose the most appropriate ‘top of- the-mind’ response for each statement. To measure each factor, a range of 5-15 questions were given but all these questions were mixed systematically (Table 1). The researcher has identified 40 factors that affect PMS system of employees. The factor analysis was used to reduce the factors to 6 factors with the help of SAS 9.4 ver (Table 1).

Table 1. Independent factors and causing effect on Performance Management System

Factor	Description	Factors
1	Performance Management Process	5 Factors such as listing out years achievements, process at level 1, level 2, etc
2	Policies and Practices	5 Factors compliance to policies, practices, safety environment, optimum use of resources, etc.
3	Rating Biasedness	5 Factors, relationship with peer, harassment, etc.
4	Employee behaviour	15 Factors punctuality, target achieving, job knowledge, skill level, co-workers
5	Over all information	5 Job execution, Initiative, client orientation, Cooperation, ability work in teams etc.
6	Performance Management System	5 Factors – employee rating, rating at second level, new technologies developed by employee, organizational development

Data Analysis: In our empirical investigation we have applied statistical techniques to analyse the data for drawing inductive inferences from our research data. To ensure the data integrity the authors have carried out necessary and appropriate analysis using relevant methods on our findings. The descriptive statistics are used to summarise the data, and to investigate the survey questionnaire, formulating the hypotheses and the inferential statistics were employed. To measure the central tendency such as means, variance and standard deviation, we used the dispersion methods.

Reliability methods: To measure the internal consistency, reliability of our research instrument, the survey questionnaire, and to maintain similar and consistent results for different items with the same research instrument, we used the reliability methods Cronbach’s alpha, and the estimated values of the Cronbach’s alpha are indicated in Table 2. The Statistical Analytical System (SAS) was used to measure the central tendency, measures of variability, reliability statistics, correlations, parametric tests and to predict the dependent factor PMS based on independent factors multiple regression analysis carried out (SAS Institute, 2008).

Reliability test of the Questionnaire: The Likert-type scale with items 1-5 was used (where 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree) in this study. The reliability statistic Cronbach's alpha coefficient value (C-alpha) was calculated to test the internal consistency of the instrument, by determining how all items in the instrument related to the total instrument (Gay, Mills, & Airasian, 2006). This instrument was tested on a pilot group of 40 employees each among both men and women. They were asked to fill out the 45 questions, and requested to select the appropriate answer on 5 point Likert Scale. After analysing their responses from the pilot study with SAS program, the C-alpha statistic with over all C-alpha statistic of 0.78, suggesting a strong internal consistency. Three months later, the same instrument was used with 200 employees, 120 men and 80 women to collect the responses. Five questions with low C-alpha values were dropped out from a set of 45 questions because of unsatisfactory C-alpha coefficient values. The C-alpha values for the five independent and one dependent factor ranged from 0.64 to 0.82 for men, whereas the overall C-alpha values is 0.84. The increase in overall C-alpha values is an effect of dropping the five questions with low C-alpha values.

Table 2. Cronbach's alpha values for factors used in this study

S.No.	Factor	Cronbach's alpha
	Overall	0.84
1	Performance Management Process	0.82
2	Policies and Practices	0.70
3	Rating Biasedness	0.68
4	Employee behaviour	0.64
5	Over all information	0.76
6	PMS	0.76

Multiple regression analysis: We carried out the multiple regression analysis to predict the value of a dependent factor outcome. PMS based on the value of 5 independent factors, and to measure the cause and effect relationship between independent and dependent factors look at the results as indicated in Table 3. The regression analysis results indicate that all factors have 75% of influence in the PMS for the sample explained by the five independent factors and 25% remains explained (Table 3). From the column ANOVA and F statistic reveals the value of F (18.598) being significant at 0.05 confidence level.

Table 3. Results from Multiple Regression Analysis (Analysis of variance)

Gender	Model	R	R Square	ANOVA F value	P value
Men	1	0.866291	0.75	18.598	<.000

Source: Survey data

The results further indicate that with the p-value of zero to four decimal places, the model is statistically significant. The R-squared is 0.75, meaning that approximately 75% of the variability of performance is accompanied for the factors in the model and even after taking into account the number of predictor factors in the model. The coefficients of each factor indicates the amount of change one could expect in performance given one-unit change in the value of that factor, given that all other factors in the model are held constant. If we consider the factor policies and practices, we would expect an increase of 0.2 units in the performance score for every one unit increase in improved policies and practices assuming that all other factors in the model are held constant (Table 4). To compare the strength among the coefficients the standardized beta coefficient values computed (Table 4). From the values of the standardized coefficients The Employee behaviour has highest Beta value (0.234) whereas the Rating Biasedness has lowest (-0.341). This explains if we consider Rating Biasedness this would lead to 0.341 standard deviations decrease in performance of a PMS with the other factors held constant. Similarly if we could consider improving in employee behaviour, increases the 0.234 standard performances in PMS system, with the other factors held constant, and so on. The analysis reveals that except Rating Biasedness factor all other factors are contributing positively but at different levels to the PMS effectiveness of the companies.

Therefore, we accept the hypothesis **H₁**: There are no significant differences among factors that influence the PMS. From the values of the estimated regression coefficients the sample regression equation can be written as:

$$Y = 2.72 + 0.18_{pms} + 0.25_{pol\&pract} - 0.241_{sating} + 0.231_{empbehaviour} + 0.126_{overallinformation} + 0.181_{pms}$$

Table 4. Results from multiple regression analysis

Description	Unstandardized Coefficients		Standardized Coefficients	t	p
(Constant)	2.72	0.48	0.00	5.69	<.0001
Performance Management Process	0.18	0.09	0.09	0.49	0.62
Policies and Practices	0.25	0.08	0.20	-0.66	0.52
Rating Biasedness	-0.241	0.11	-0.341	-2.12	0.04**
Employee behaviour	0.231	0.10	0.234	0.27	0.032**
Over all information	0.126	0.09	0.181	-1.27	0.21
PMS	0.181	0.09	0.171	0.86	0.40

Table 5. Parameter estimates from the regression analysis: Overall vs PMS performance

Factor	Label	Parameter Estimate	Standard Error	T value	Pr > t	Standardized Estimate
Overall (five independent factors)						
	Constant	2.66755	0.45003	5.93	<.0001	0
PMS	PMS	0.24757	0.14286	-1.03	0.3030	0.24556

The multiple regression analysis also carried out and its effect on overall independent factors with dependent factor PMS and the results are presented in Table 5. The parameter estimates from the regression analysis indicate that overall Independent Factors are positively influencing the PMS and standardized beta value 0.2456 indicates that an increase one standard deviation of independent factors causes 0.25 standard deviation increase in performance of PMS holding the other factors constant.

Conclusion

The study concludes that all five variables investigated that included in the system will influence the Performance Management System positively except Rated Biasedness. It is, naturally, there exists Rated Biasedness organizations across the world. The factors have shown the influence of the PMS process and the quality of treatment that the rate receives in the hands of the rater. The study concludes that the elimination of the rating errors improves the PMS and potential of being a good performance tool for organizational development. PMS is a two way approach in which both parties share their views and offer feedback to maximize each party's potential for mutual benefit. Any organization without any guiding values or vision may become dysfunctional, leading to ethical, moral or even legal violations. Implementing shared values can help an organization to avoid these difficulties. So is the case with it having a tool like PMS. An efficient performance management system (PMS) helps in designing effective employee policies. An effective employee policy enables the human resources to get motivated. Motivated employees are more productive and are generally eager to participate in the development process of an organization, which in turn, creates an interesting and challenging work environment. Such environment ensures the employees are appropriately rewarded for their good performance.

Suggestions

There is no single or right way to design, develop and implement a PMS for all the organizations. As we all know one size does not fit all. Every company has its own challenges and goals as well. So also the human resources are dynamic in nature. No organization does have the same kind of people. It is always prudent to have a custom-made approach to suit to the actual organizational needs. Let's consider the employee first. It is essential to involve the employee in each and every stage of the PMS. It is ultimately the employees, who deliver. All parties to the process must actively involve/participate sharing their views, opinions etc to improve the efficiency. Once the Key Result Areas (KRAs) are freeze up upon mutual agreement, the employee has to be given the opportunity to make self-assessment on the same at the end of the year or during the appraisal period. The Manager/Appraiser shall ascertain the reasons from the employee as to what extent did s/he achieve their goals? Has s/he exceeded any of the goals? What prevented him/her from achieving certain goals and is it because of lack of training, resources and required support from management?

The next immediate step would be identifying the gaps as to what is expected and what is achieved, though it is sometimes

to quantify certain attributes like client satisfaction etc. Then, to close the gaps by giving authentic examples and meaningful feedback. After fixing certain timelines, the performance must be re-evaluated in terms of follow-up meetings as to see how s/he performs after giving feedback and extending the support.

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Web Resources

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