

Dr Jeet Singh

Assistant Professor

Department of Business Administration

Faculty of Management,

Moradabad Institute of Technology,

Moradabad – UP

Cell: 09837170755

Dr. Preeti Yadav,

Lecturer,

Faculty of Management Studies,

Institute of Rural Management, Jaipur

Ph: 0141-2760991

“ROLE OF WORKFORCE PERFORMANCE GOALS IN ENHANCING THE JOB PERFORMANCE IN AN ORGANISATION”

WORKFORCE PERFORMANCE MANAGEMENT - INTRODUCTION

The workforce performance management process provides an opportunity for the employee and performance manager to discuss development goals and jointly create a plan for achieving those goals. Development plans should contribute to organizational goals and the professional growth of the employee. A performance management system is defined as “the process through which companies ensure that employees are working towards organizational goals.

Workforce performance management is an ongoing communication process that involves both the performance manager and the employee in:

- Identifying and describing essential job functions and relating them to the mission and goals of the organization
- Developing realistic and appropriate performance standards
- Giving and receiving feedback about performance
- Writing and communicating constructive performance appraisals
- Planning education and development opportunities to sustain improve or build on employee work performance.

The number of employees Indian industry has added to its workforce in the last 10 years is not just the largest-ever net addition but also the most rapid. Telecommunications, banking, insurance, retail, infrastructure, IT and ITeS together have contributed to a huge additional workforce. The members of this workforce are young. They hold valuable degrees and diplomas. Most important, while many of them might be in roles that are blue collar by definition, they all are truly white collar in their aspirations. In this context, the workforce performance management outcomes play a crucial role in determining whether these young employees will get what they

Abstract

Employee performance goals are one of the most important skills required of successful managers. Managing employee performance goals really depends on your ability to inspire team members. Setting goals is part of organizational life and a powerful way to keep employees aligned and clear about expectations. Ideally, performance goals specify what accomplishments are necessary and how well the work should be done. They are much more specific than job descriptions. This helps the employee have a better understanding of his or her job. That's always a good thing. The more an employee understands the job, the more likely he or she can contribute. Since workforce performance goals are used to coordinate and aim employees so they can contribute to the overall performance of the organizations, they need to link to the goals of the organization.

The present paper highlights the critical components of performance management and tries to find out as to how performance can be improved. The present study depicts the role of workforce performance goals in improving job performance in the organisation.

Key Words: Learning Goals, workforce performance, performance management

want. There is just too much at stake in the performance management process.

Effective organizations are not build merely on investment and returns but more on the quality of the workforce, its commitment to the organizational goals and investments made to attract train and retain superior human capital. An integrated Performance Management system is essential to get the best out of its people. Employee performance is linked to company performance. This helps in achieving the organizational goal and creates a performance culture in the company. Invention, creativity, diversity of perspectives is fostered. Employees act as one company one brand.

Workforce Performance Management is an ongoing process of measuring and adjusting performance continually focusing on behaviors throughout the year. It is a continuous process not an event. It is not the same as performance appraisal, which is an assessment of the employee's performance by both the employee and his superior jointly, with the purpose of allocating a score that may be used for both development and salary or promotion purposes.

CRITICAL COMPONENTS OF PERFORMANCE MANAGEMENT

Performance management needs to encompass the entire organization and recognize that individual, departmental, and organizational performance is inseparable. The critical components of performance management are described herein below:

- 1) **Align:** An organization consists of various business units, departments, and divisions. Organizational alignment between these entities is very very essential, and here the role of executives into play. The executives must define the overall vision and mission, the key perspectives, initiatives, and the strategic objectives for each entity of the organization.
- 2) **Flow:** Once strategic objectives are set and organizational alignment has occurred, the next step in becoming more performance-driven is to flow these objectives down to all levels of the work force. This flowing process involves setting individual goals for each person in the work force; they may be employees, partners, or suppliers. While the align step is about the organization, the flow step is about the work force, and the flow process also involves managing work force performance and competencies, work alignments, and production quotas.

- 3) **Reward:** In order to motivate the work force towards achieving their individual goals, top management must link individual pay and individual performance. Connecting the achievement of objectives, the demonstration of competencies and cultural values, and other measures of performance with an individual's compensation — whether bonuses, stock options, reward points, merit pay increases, or commissions — drives each person to change his or her behaviors and helps the organization achieve its strategic objectives.
- 4) **Understand:** The effective use of real-time information is necessary to manage the performance of the organization. It helps management to see what initiatives are working, what projects are helping to achieve the strategic objectives, and what strategies are producing results. Similarly, providing actionable, personalized information to individuals is the key to helping them understand how they are performing, how they can improve, and how they can help the organization in achieving its objectives.
- 5) **Optimize:** The use of models, analytical tools, and business intelligence (BI) to continuously adjust strategic objectives and reallocate resources in a way that optimizes the performance of the organization is the fifth component of the performance management model

REVIEW OF THE LITERATURE

- 1) **Edwin Locke** (1981): Goal setting theory is a cognitive approach to the concept of work motivation. It contends that workers are conscious creatures who strive to achieve goals. According to Edwin Locke (1981) this neutral tendency to set goals and then strive for their attainment is useful to management only when the worker, both understands and accepts a specified goal.
- 2) **Luthans** (2002): Motives are either intrinsic or extrinsic. Extrinsic are tangible and visible to others. Intrinsic are internally generated. They are motivators that the person associates with the task or job itself. They include feelings of responsibility, achievement, accomplishment, that something was learned from experience, feelings of being challenged or competitive.
- 3) **Moorhead and Griffin** (1989): Organizational climate is a set of values, often taken for granted, that help people in an organization understand

which actions are considered acceptable and which are considered unacceptable. Often there values are communicated through stories and other symbolic means. Organization climate is developed by the organization. It reflects the struggle, both internal and external, the type of people who compose the organization, the work process, the means of communication and the exercise of authority within the individual organization.

- 4) **Locke** (1968): In his article "Toward a Theory of Task Motivation and Incentives," he stated that employees were motivated by clear goals and appropriate feedback. Locke went on to say that working toward a goal provided a major source of motivation to actually reach the goal – which, in turn, improved performance
- 5) **Locke and Latham** (1990): Locke and Latham published their seminal work, "A Theory of Goal Setting and Task Performance." In this book, they reinforced the need to set specific and difficult goals, and they outlined three other characteristics of successful goal setting.

RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. The present study has been undertaken to examine the issues and challenges to be addressed by means of workforce performance goal setting.

The present paper aims to achieve the following objectives:

- To examine the critical component of workforce performance management;
- To assess the role of workforce performance goals in enhancing the role of job performance in an organisation;
- To analyse the principles of workforce performance goal setting.

Area of Study

The paper is not confined to any particular area; on the other hand it is applicable to whole India. However, opinion of officers/managers of various companies in Jaipur and Moradabad district of Rajasthan and Uttar Pradesh respectively, has been taken about the workforce performance goals. Their views have been incorporated in this paper. The paper also takes the references of various articles written by various experts on workforce performance goals.

We have used qualitative research techniques as focus group discussion with respect to goal setting in various companies. Our focus group discussion was based on some companies in region of Jaipur and Moradabad districts. The discussions were based on key management initiatives with emphasis on Goal Setting.

HOW TO IMPROVE WORK PERFORMANCE

In order to improve work performance, following points are noteworthy:

- 1) **Time Management:** Time management at work is critical to your long-term career success. Time management and work performance go hand in hand because time is certainly a finite resource that we can't buy more of, as much as many of us would like to. Some careers are simply known for being high-stress and requiring employees to work long hours. Time management at work is something we can all improve upon and one of the easiest ways to make better use of your time is to eliminate classic time wasters.
- 2) **Discipline:** It takes self-discipline to optimize the job performance skills in any job or career. Getting ahead takes positive discipline. It enables employee to outperform its competition. Self Discipline gives a person success on the job. Discipline is the key that unlocks the door of accomplishment and gives peace of mind from doing the right thing. Discipline makes the boss, clients, and prospective employers happy. That's because they're impressed and influenced by the professional demeanor employee gained through self-control by training himself. Discipline comes from practicing tasks correctly.
- 3) **Interested Work:** In order to improve their performance at work, employees ask for tasks that motivate them. If they are interested in their work, they are more likely to do a good job – which can lead to more, and more interesting, job opportunities.
- 4) **Establish roles and responsibilities.** Unclear roles can lead to frustration, especially in busy, stressful times. Make clear what's required of each employee prior to beginning a new project. Remember to keep the lines of communication open. A confused colleague's efforts can result in poor performance, wasted time and missed deadlines.
- 5) **Prioritize the task:** To improve job performance, employees should prioritize their tasks from the most to least important.

- 6) **Networking:** Employees learn valuable information, both professionally and personally, if they stay connected to their colleagues and mentors. A characteristic of a good employee is bringing in new business, which is easier to do when he know how to network.
- 7) **Take advantage of training programmes:** Regularly review training options offered by the company and take advantage of the courses. Conduct web research to find courses, workshops or conferences that would sharpen the skills.

TYPES OF PERFORMANCE APPRAISAL

- 1) **Manager Appraisal:** A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation.
- 2) **Self-Appraisal:** The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think and provide mutual feedback for meaningful adjustment of expectations.
- 3) **Peer Appraisal:** Employees in similar positions appraise an employee's performance. This method is based on the assumption that co-workers are most familiar with an employee's performance.
- 4) **Team Appraisal:** Similar to peer appraisal in that members of a team, who may hold different positions, are asked to appraise each other's work and work styles. This approach assumes that the team's objectives and each member's expected contribution have been clearly defined.

WORKFORCE PERFORMANCE GOALS

Employee performance goals are one of the most important skills required of successful managers. Managing employee performance goals really depends on your ability to inspire team members. Setting goals is part of organizational life and a powerful way to keep employees aligned and clear about expectations. Work performance goals are the things a staff member must achieve during the cycle, not all of the things the staff member must do. Work performance goals are outputs or outcomes, not tasks, activities or processes. Work performance goals describe what the results of successful performance should look like; they do not list every single step along the way.

Most employees want and need to know four things about their work so that they can contribute and feel comfortable about where they are in the organization:

- What do I need to accomplish?
- Why am I doing what I am doing?
- How well must I do it?
- How am I doing?

Job descriptions are of some help in outlining what an employee needs to accomplish, but usually don't specify the "how well" part. Performance appraisals can provide information about how an employee is doing, but they are usually not done often enough to provide enough information.

Ideally, performance goals specify what accomplishments are necessary and how well the work should be done. They are much more specific than job descriptions. This helps the employee have a better understanding of his or her job. That's always a good thing. The more an employee understands the job, the more likely he or she can contribute.

Since workforce performance goals are used to coordinate and aim employees so they can contribute to the overall performance of the organizations, they need to link to the goals of the organization. Workforce performance goals can't result in better performance unless they are derived from the goals and priorities of the work unit and the company. It is essential that workforce performance goals be based upon the needs of the organization. That's where they must originate to be most effective.

Individual performance goals develop from corporate goals through discussion and dialogue between the manager and each employee. The goals are set and negotiated individually and collaboratively. They are not imposed, dictated, or given to the employee.

S.M.A.A.R.T.S. goal is a set of criteria that will help employee define what specifically it is he wants to achieve. It contains the following criteria:

- Specific** – The goal should be clear and well defined.
- Measurable** – The change or intended outcome should be measurable.
- Action-oriented** – See that the goal require an actionable behavior.
- Agree** - Have an agreement with supervisor on duties, goals and targets.
- Realistic** – The goal should be reasonably achievable.
- Time-bound** – There should be a deadline for completion.

Stretch: Challenges to achieve beyond the current levels, "raise the bar".

Having a goal is good, but having "S.M.A.A.R.T.S." goal is even better. By using the SMARTS criteria and putting the goal setting objectives on paper, it will significantly improve the performance and productivity of an employee – maybe even by as much as 25%.

Nearly all executives understand the importance of goal setting. And yet, most organizations have no idea how to manage specific, challenging goals, or what are sometimes labelled "stretch goals". For example, some organizations may ask employees to double sales or reduce product development time but fail to provide those employees with the knowledge they need to meet these goals. It is foolish and even immoral for organizations to assign employees stretch goals without equipping them with the resources to succeed - and still punish them when they fail to reach those goals. This lack of guidance often leads to stress, burnout, and in some instances, unethical behaviour.

Goal setting is a powerful way of motivating people. The value of goal setting is so well recognized that entire management systems, like Management by Objectives, have goal setting basics incorporated within them.

CHARACTERISTICS OF WORKFORCE PERFORMANCE GOAL & GOAL SETTING

The characteristics of workforce performance goal and goal setting are mentioned herein below:

- 1) Goal setting should be an ongoing process throughout the year and not a one-time process. Individual goals should flow downwards and be aligned well with the organizational and department-level goals.
- 2) Goal setting should ideally be top down as it allows a clear one year vision for the company and each level of its employees around revenue, EBIT and important strategic initiatives that the company plans in that year.
- 3) A goal is not just a target to be met for the next quarter. Goals reflect vision. The vision to grow as an individual, acquire new understanding and learning and hence prosper and revel in the glory of creativity, accolades and abundance.
- 4) Workforce performance goals are actually a reflection of workforce innate will to create something of lasting importance and value. It is then, that employees are inspired.

POINTS TO BE CONSIDERED WHILE SETTING WORK PERFORMANCE GOALS

Points to be considered

Though ambitious but goals should be realistic



Start each goal with an action verb, a word that describes an act or activity (e.g., produce, sell, invite and contact).



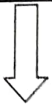
Whenever possible figures or other standards of measurement should be used (e.g., dates and/or times, quantities, ratings, etc.).



Goals should be relevant to the job and in accordance to the goals of the department and the company as a whole.



An end date or time should be provided so that employee knows when his work performance goals are to be met



How job performance goals fit into the performance appraisal process should be analyzed. Performance may be more easily evaluated if it involves determining how well employee achieves his previously set goals.

CRITERIA TO BE SATISFIED WHILE SETTING WORKFORCE PERFORMANCE GOALS

While setting workforce performance goals, the following criteria should be satisfied:

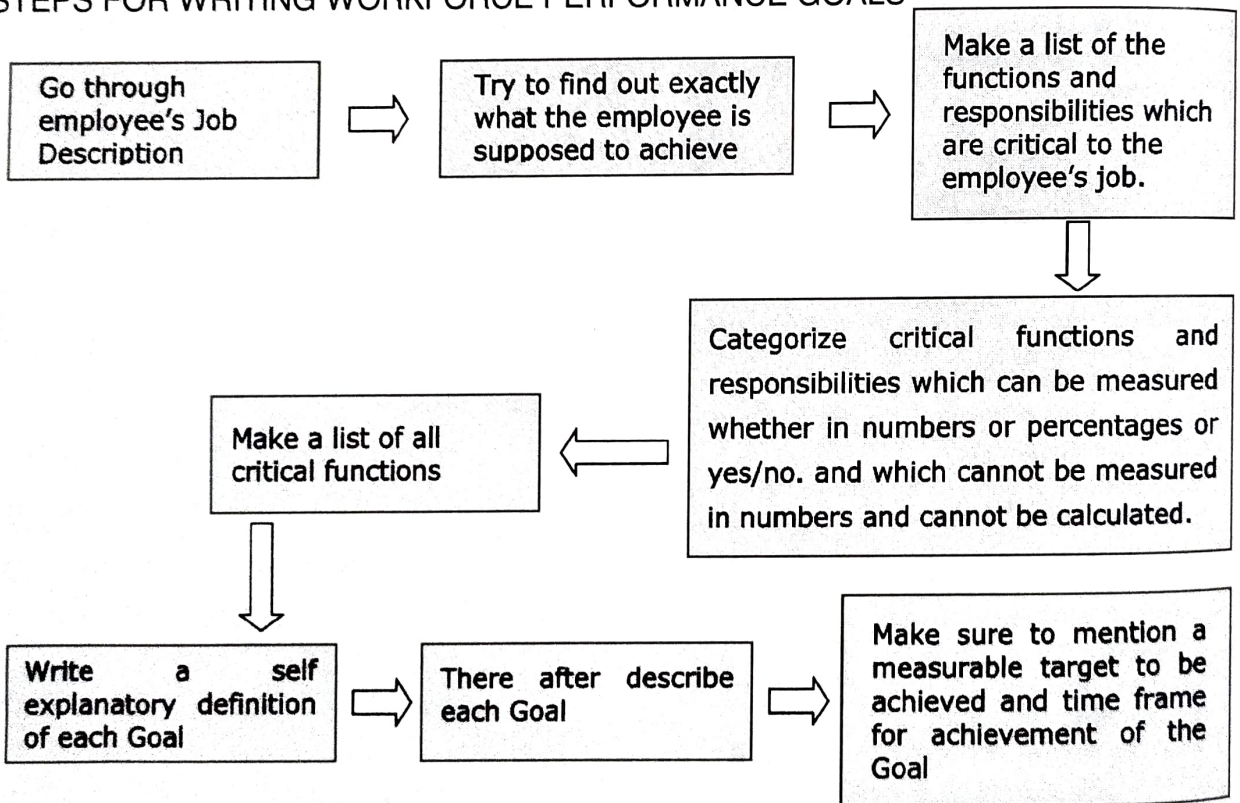
- 1) **Defines Clear Performance Objective for Employees:** This becomes the target for the employee to strive to achieve. Employee knows

specifically what the performance goals are and what they need to do.

- 2) **Spell Out the Company's Expectations of Employees:** Do any employee know what the company expects of a person in his position? This is one of the important reasons why setting performance goals are important. Employee knows exactly what the company wants him to do at that particular period, for someone holding his designation.
- 3) **Be Certain that Employee Know the Areas he is Accountable for:** What are the deliverables from the employee's end? This ensures that employee does the basics that he need to and also it becomes a default benchmark for work that is considered initiatives from his end. Employee does not want to do a lot of initiatives whereas his actual deliverables are not completed. In this way employee do not waste his time and effort.

- 4) **Build Trust between Employee and his Manager:** Once an employee and his manager set performance goals to be met, both have an understanding of each other's roles and responsibility. Trust can be better established when an employee need not guess what he is accountable for.
- 5) **Be a Benchmark for Evaluating Employee Performance:** What are employees going to be appraised on if there are no benchmarks set upfront? Setting performance goals is important in that sense. It is used as a standard which an employee will be measured on at the end of the evaluation period.
- 6) **Be a Gauge to Determine Employee Development Needs:** When setting performance goals with his manager, an employee will need to determine if he has the necessary skills and knowledge to deliver the goals. If he lacks certain skills, then this is a good time to jointly work with his manager on his training needs. His skills set must match the responsibilities.

STEPS FOR WRITING WORKFORCE PERFORMANCE GOALS



INDICATORS OF WORKFORCE PERFORMANCE GOALS

The indicators of workforce performance goals are presented below:

- **Quantity:** The number of units produced, processed or sold.
- **Quality:** The percentage of work output that must be redone or is rejected.

- **Cost effectiveness:** The cost of work performed, if the employee has some degree of control over costs.
- **Timeliness:** How fast work is performed.
- **Adherence to policy:** Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.
- **Creativity:** Supervisors and employees should keep track of creative work examples and attempt to quantify them.

ROLE OF WORKFORCE PERFORMANCE GOALS IN ENHANCING THE JOB PERFORMANCE IN AN ORGANISATION

The role of workforce performance goals in enhancing the role of job performance can be studied under the following points

- 1) A written set of goals, organized and structured, can help keep employees focused in the same way a map helps us find our destination in an unknown city.
- 2) Goal setting fosters accountability and helps employees take up their roles with a greater sense of ownership.
- 3) Goal setting has measurable, long-term benefits in improving organizational efficiency and employee productivity.
- 4) Goal setting helps employees assess their individual growth and professional development periodically. It has measurable, long-term benefits in improving organizational efficiency and employee productivity.
- 5) The performance of the organization is directly or indirectly determined by the goals set and achieved for each employee of the organization.
- 6) Workforce goal setting enables the employees to have a clear vision of their roles and responsibilities which in turn help them function efficiently.
- 7) To succeed, organizations need to be able to coordinate the work of individual employees and work units, so that everyone is pulling in the same direction. Performance goals provide the foundation to allow this kind of coordination to occur.
- 8) The process of setting individual performance goals provides the mechanism for translating the goals of the organization as a whole into smaller chunks that are then assigned or delegated to individual employees. That's necessary because organizations achieve their overall goals to the extent that each employee does his or her part in completing the right job tasks in effective ways.
- 9) Specific performance goals affect an employee's choice about what to focus on, or which actions are goal relevant and which are not.
- 10) Goals help employees adjust their effort and persistence according to the goal's level of difficulty.
- 11) Most managers want employees to do their jobs with a minimum of direct supervision. Employees who require constant guidance and direction eat up a lot of managerial time. Where do performance goals fit? When an employee knows what he or she needs to accomplish and what is expected, it's a lot easier for that employee to work without constant supervision. Clear performance goals allow managers to empower their staff to make decisions relevant to their work without having to consult the manager on every little question.
- 12) Clear workforce performance goals allow employees to monitor their own progress all year round and correct their efforts as necessary. If employees know what they need to accomplish, they can look at their results as they go and identify hurdles to achieving those goals. This ability to self-monitor and self-correct means less managerial time is needed to supervise and guide employees.
- 13) The performance appraisal becomes much easier, causes far less anxiety, and goes much faster when there are clear performance goals. In fact, the better the performance goals, the clearer they are and the more measurable they are, the less managers and employees have to venture into the realm of vague opinions about performance during the appraisal process.
- 14) Employees want to know how they are doing. Clear workforce performance goals help employees to monitor their efforts and assess their results during the year and provide a basis for performance appraisals and reviews. The goals can also serve as a basis for ongoing discussion between manager and employee or, for that matter, among employees, aimed at improving work contributions. Employees can receive recognition for accomplishments throughout the year, since it's easy to identify when an employee has met or exceeded a performance goal.
- 15) The bottom line here is that performance goals help employees know where they need to go and

what they need to do to get there and help them determine how they are doing.

16) Goals help employees persist until they have reached them.

17) Others:

- The objectives are linked directly/indirectly to the company's objectives
- Managers can track their team's goals
- Leads to employee satisfaction
- The two way communication between the manager and the employee creates an element of transparency and clarity in terms of what is expected out of each individual
- The review mechanism allows the flexibility of periodically revisiting the set objectives

PRINCIPLES OF WORKFORCE PERFORMANCE GOAL SETTING

The few principles of workforce performance goal setting are mentioned herein below:

- 1) **Clarity:** Clear goals are measurable, unambiguous, and behavioral. There is less misunderstanding about what behaviors will be rewarded, if a goal is clear and specific, with a definite time set for completion. We know what is expected, and we can use the specific result as a source of motivation. When a goal is vague – or when it's expressed as a general instruction, it has limited motivational value.
- 2) **Commitment:** Employees are more likely to “buy into” a goal if they feel they were part of creating that goal. In order to be effective, goals must be understood and agreed upon. The notion of participative management rests on this idea of involving employees in setting goals and making decisions.
- 3) **Feedback:** Feedback provides opportunities to clarify expectations, adjust goal difficulty, and gain recognition. It is important to provide benchmark opportunities or targets, so individuals can determine for themselves how they are doing.
- 4) **Challenge:** People are often motivated by achievement, and they will judge a goal based on the significance of the anticipated accomplishment. When we know that what we do will be well received, there's a natural motivation to do a good job.

FROM WHERE PERFORMANCE GOALS ORIGINATE

Employees' performance goals develop from corporate goals through discussion and dialogue between the manager and each employee. The goals are set and negotiated individually and collaboratively. They are not imposed, dictated, or given to the employee.

- 1) **Goals from the side of employees:** Those employees, who have been in their positions for a while, know the best way to contribute. They know their jobs and how well they need to do them. Thus, employees are in the preeminent positions to lay down goals for themselves.
- 2) **Employer – Employee Participation:** Since organization wants employees to buy into the goals and treat them as most significant, they need to share in the specification of the goals that apply to them. When people are active participants in setting goals, they tend to work harder to achieve them, since they have a feeling of ownership.
- 3) **Discussion between Manager and Employee:** Performance goals, by themselves, are imperative, but so are the discussions that generate them. As we know the discussion between manager and employee serves many purposes, the least of which involves writing down goals. The discussion helps employees understand where they fit in the organization and provides meaning and context for their work.

WHAT MANAGERS WILL BE ABLE TO DO AFTER SETTING PERFORMANCE GOALS?

Build team member commitment through collaborative planning of performance goals.



Align team members with key business goals and priorities through focused goals and standards.



Assure the clarity and measurability of performance goals/objectives through SMAARTS-based standards.



Achieve high quality, on time performance through team members able to judge and self-correct their work.



Observe, coach, support, and evaluate performance through clear, measurable performance standards.

LEARNING GOALS

While setting goals is important, setting an outcome goal - rather than a learning goal - can have a negative impact on an individual's performance. This is especially true when acquiring skills and

knowledge is more important than being persistent and working harder. Instead of focusing on the end result, a learning goal focuses attention on the discovery of effective strategies to attain and sustain desired results. Setting a learning goal, is likely to be far more effective in helping individuals discover radical, out-of-the-box ideas or action plans that will enable organizations to regain and sustain a competitive edge.

Distinction between performance goals and learning goals

The primary distinction between performance and learning goals lies in the framing of the instructions given to employees. Hence, the difference between these two types of goals is first and foremost a mindset.

S. No.	Performance Goals	Learning Goals
1.	A performance goal frames the instructions so that an employee's focus is on task performance.	A learning goal frames the instructions in terms of knowledge or skill acquisition.
2.	The focus of a performance goal is to increase one's motivation to implement that knowledge.	The focus of a learning goal is to increase one's knowledge and ability.
3.	The performance goal cues individuals to use strategies or performance routines that the person knows are effective performance goals increase one's effectiveness.	Learning goals help people progress to the point
4.	The purpose of a performance goal is to choose to exert effort and to persist in the attainment of a desired objective or outcome using the knowledge one already possesses.	The purpose of a learning goal is to stimulate one's imagination, to engage in discovery, and to "think outside the box."
5.	The behavior of a person with a performance goal is to focus on known ways to use the knowledge and skills that have already been mastered.	The behavior of a person with a learning goal is to systematically search for new ideas, actively seek feedback, be reflective, and execute a specific number of ideas in order to test newly formed hypotheses.
6.	When the strategy for an organization is already known and the ways to implement it have been deciphered, setting performance goals for an individual or team is appropriate.	When an effective strategy requires innovation that has yet to emerge, specific high learning goals should be set.

Thus, it is very much clear that both learning and performance goals are needed to be successful. But, a performance goal should not be set until an employee has the knowledge to attain it.

PRACTICAL UTILITY OF LEARNING GOALS

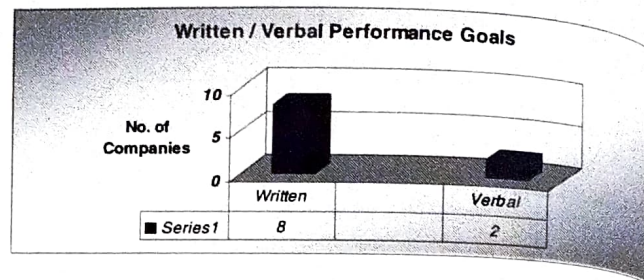
Learning goals can be of great use in the following field:

- Leadership:** Leaders such as Welch, Grove and Walton would increase the effectiveness of their workforce if they set specific high learning goals for sharing ideas among divisions, identifying potential threats in the environment, or

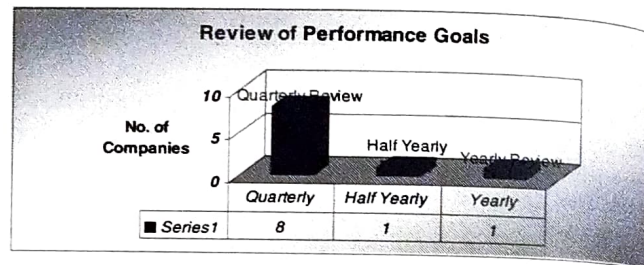
extracting ideas from competitors, customers and employees. People's leadership skills are developed by assigning specific learning goals that require these people to go outside their comfort zone.

2) **Performance Management:** Many organizations hire job applicants for their aptitude rather than their existing skills. New employees, therefore, benefit from mentors who actively help them discover ways to develop their competencies within the firm, and who assign them specific, high learning, rather than performance, goals. Employees assigned challenging learning goals in the early stages of their job typically outperform those who are initially given specific high performance targets.

3) **Professional Development:** Many executives ensure the on-going professional development of their senior executives through job rotation. The purpose of the rotation is to "shake the executives up," provide them with opportunities to learn new perspectives, get them out of their comfort zones, and develop greater creativity. To ensure that this occurs, specific learning goals should be set to ensure that the broad perspective to which the executives are exposed actually helps the company make decisions in a cohesive fashion.



3) All organizations review their workforce performance goals periodically, some quarterly (80%), some half-yearly (10%), and some on yearly basis (10%).

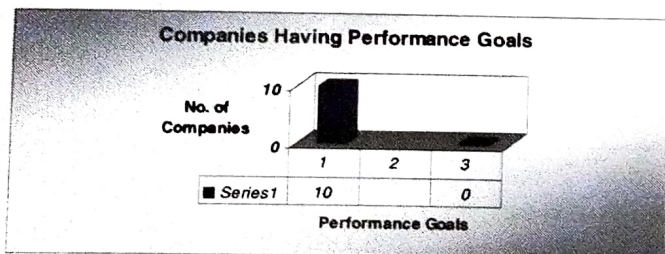


- Nearly all the organizations under study have learning goals for their employees.
- Those employees with a performance goals and learning goal had a higher commitment to their goal than those with no goal of such kind. The correlation between goal commitment and performance was also significant.
- Performance was highest for employees who had a specific performance and high learning goal. Their market share was almost twice as high as those with a employee having no performance outcome goal.
- Employees who had a workforce performance goals and specific learning goal took the time necessary to acquire the knowledge to perform the task effectively and to analyze the task-relevant information that was available to them.
- Those employees with performance goal coupled with a learning goal were convinced that they were capable of mastering the task.

FINDINGS OF THE PRESENT STUDY

We visited 10 organisations, 5 in Moradabad district of Uttar Pradesh and 5 in Jaipur, Rajasthan. However, we have not disclosed the names of these organizations due to the request made by the officials of these organisations. After having thorough discussions with the officials of these organizations, we come to the following findings:

1) Almost all organizations we have visited have performance goals for each employee



2) Almost 80 % of the organizations have written performance goals, while 20 % of the organizations have verbal performance goals.

SUGGESTIONS

After going the above study we recommend the following suggestions:

1) **Goal Chart:** The organization should prepare a goal chart and should scale it from the management to the employees. The management should discuss the goals with the middle level managers who will drive the goals towards the teams.

- 2) **Aligning Performance with Organizational Goals:** The Results-Oriented Performance Culture system focuses on aligning performance with organizational goals. For this to happen, employees must have a direct line of sight between performance expectations and recognition systems. These links must be communicated to and understood by employees, enabling them to focus their work effort on those activities most important to mission accomplishment. All employees should be held accountable for achieving results that support the agency's strategic plan goals and objectives.
- 3) **Up-gradation of Goals:** Finally goals that are stationary will leave one stagnant. It would be fun if every day is filled with the energy of striving and achievement. Goals should be upgraded and renewed. The same goal cannot last forever.
- 4) **Manage Work force Performance Reviews:** Setting specific goals for employees is a necessary step in enhancing work force productivity and becoming a performance-driven organization. However, before they can accomplish their goals and further improve their productivity, individuals must possess the competencies to most productively perform their job. Corporate managers need to define a set of desired competencies for each position in the organization, together with objective criteria for evaluating competence. Then they can set up a consistent, structured work force performance review process that uses input from co-workers, managers, subordinates, and even clients and partners to evaluate each individual. As with the setting of goals, the work force performance evaluation process should be executed quarterly. This will ensure that people with performance problems rapidly receive sufficient feedback to change their behaviors. Frequently and objectively evaluating employees' contributions can enhance teamwork, instill a consistent culture throughout the organization, and reduce labor costs.
- 5) **Attainable Goals:** Make sure that the goals identified reflect the most important activities to be performed by the employee to support the strategic and tactical objectives of that employee's department and the overall company. The goals should be challenging, but attainable. If an employee feels that a performance objective is unrealistic, it will only lead to frustration and de-motivation.
- 6) **Follow Up:** On a regular basis, managers must follow-up with their employees to assess whether

they are on target to achieve their objectives. This is important since it not only reinforces the importance of the goals, but also can help the manager proactively identify and remove any roadblocks (beyond employees' control) that may prevent employees from achievement of their objectives. Many companies are using a monthly process of "business reviews" using the Balanced Scorecard to identify problem areas and develop and track action plans to address them.

- 7) **Recognition to Employees:** Managers should provide recognition to employees achieving their goals as well as coaching to employees who may not be on track. This process allows the firm to identify potential "performance gaps" before a crisis (such as not being able to meet a targeted release date), occurs.

WHAT HR MANAGERS SHOULD DO?

In this condition the HR Manager should:

- Set achievable and challenging goals that align with the organization
- Set deadlines to achieve the goals
- Monitor and measure the results
- Course correction by managers whenever required
- Give ownership to the employee
- Provide education and training

CONCLUSION

Thus workforce goal setting is a very intrinsic part in the success story for any organization. A goal sheet reflecting the workforce' roles and responsibilities will enable them to be in sync with where the organization is headed. Especially during tough times, it is important to have the organization and the employee work hand in hand to ensure that they collectively stride over tough times.

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