



## PERFORMANCE MANAGEMENT SYSTEM IN OPTCL: AN IMPERICAL STUDY

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### ABSTRACT

*Organization today is continuously facing external and internal forces that drive them to change to be competitive in the world market. Rapid changes in technology, information system and stiff competition due to new arrivals are the challenges for organization to be fought for survival and growth. Employee performance significant for the development and increase in organisation's productivity, employee performance is determined by the goals employee set to achieve and it can also be attributed to internal factors in the organization that can improve performance. This paper shows the roadmap for effective implementation of Performance Management System by the help of other HR activities. In other words the paper will aim to develop and implement the PMS within the Public sector Organization like OPTCL, based on private sector experience.*

**Key Words:** Performance Management System, Performance Appraisal, Top level managers, objectives of PMS, Implementation of PMS.

### **1.1 Introduction**

Challenges of knowledge economy have catalyzed the search for relatively sustainable sources of competitive advantage. As a result, organizational leaders and strategist are ascribing greater importance to the role of human capital in driving business success.

In order to be competent and to cope with changes organizations have started being organized and merged in to chain, clusters, network and strategic alliances. Human Resources with

knowledge and competencies are the key assets in assisting organization to sustain their competitive advantage. Moreover, organization's increasing concern for HR function contribution and accountability has been significant over the recent years. In that situation, Performance Management System (PMS) is one of the key issues that could help the organization to prepare its HR to cope up with the current business strategies. There is an urgent need to have new management approach to manage the performance of HR more systematically in the organization as the traditional ways have lost their applicability.

The word PM can be split up as performance and management. It is fairly in precise term and PM manifests itself in many different terms. "Performance is a method or a trend in which the entity under consideration perform a certain activity on the basis of similarity with the reference method of the normal execution of activity" (Wagner 2009) . Performance can be defined as the past, present, future accomplishment of a given original task or dimension measured against pre-set known standard of accuracy, completeness, value or time. Employee performance is significant for the development and increase in organizational productivity, employee performance is determined by the goals employees set to achieve and it can also be attributed to internal factors in the organization that can improve performance. Armstrong and Baron define PM as a process which contributes to the effective management of individuals and teams in order to achieve high level of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach towards leading and developing people which will ensure that it is achieved. In such context, PM is being considered as a critical HR sub-system which may substantially contribute to organizational growth and effectiveness (Nan Kervis and Compton, 2006). The PMS must be able to produce specific, timely and relevant control purpose. Performance Management reminds us that being busy is not the same as producing results. It reminds us that training, strong commitment and lots of hard work alone is not the result. The major contribution of performance management is its focus on achieving results-useful product and services for customer inside and outside the organization. Performance Management redirects our efforts away from business towards effectiveness.

Performance Management from utility point of view is the umbrella term for all of the organizational activities involved in managing people on the job. It has been seen as a complex human resource management system in which manager work with their employees to set expectations, measure and review performance progress and results and reward performances.

Performance Management has two fold approach where organization needs to evaluate the performance of managers in achieving strategic goals and then goes for evaluating how employee through guidance from management that ultimately help in achieving both organizational and individual needs. Effective performance management is widely recognized as a management tool to specially evaluate and improve individual performance. Either at the individual or team level performance management is a process of maximize employee skill and ability in order to improve on employee performances and increase in organizational productivity, achieve better results by understanding and managing performances within an agreed frameworks of planned goals and the organization's objectives.

## **1.2 Background**

ORISSA POWER TRANSMISSION CORPORATION LIMITED (OPTCL), one of the largest Transmission Utility in the country was incorporated in March 2004 under the Companies Act, 1956 as a company wholly owned by the Government of Orissa to undertake the business of transmission and wheeling of electricity in the State. The registered office of the Company is situated at Bhubaneswar, the capital of the State of Orissa. Its projects and field units are spread all over the State. OPTCL became fully operational with effect from 9th June 2005 consequent upon issue of Orissa Electricity Reform (Transfer of Transmission and Related Activities) Scheme, 2005 under the provisions of Electricity Act, 2003 and the Orissa Reforms Act, 1995 by the State Government for transfer and vesting of transmission related activities of GRIDCO with OPTCL. The Company has been designated as the State Transmission Utility in terms of Section 39 of the Electricity Act, 2003.

Presently the Company is carrying on intra state transmission and wheeling of electricity under a license issued by the Orissa Electricity Regulatory Commission. The Company is also discharging the functions of State Load Dispatch Centre. The Company owns Extra High Voltage Transmission system and operates about 9550.93 ckt kms of transmission lines at 400 kV, 220 kV, 132 kV levels and 81 nos. of substations with transformation capacity of MVA.

The day-to-day affairs of the Company are managed by the Managing Director assisted by whole-time Functional Directors as per the advice of the Board of Directors constituted. They are in turn assisted by a team of dedicated and experienced professionals in the various fields.

### **1.3 Objectives of the study:**

- ❖ To have an idea about the awareness of employees towards the objectives of PMS.
- ❖ To measure the opinion of top level managers towards implementation of PMS in OPTCL
- ❖ Suggest the modification and implementation of PMS in the organization.

### **1.4 Methodology:**

A research questionnaire consisting of demographic profile of the respondents and different subject related statements are given to the employee having more of five-point scale along with ranking statements and yes/no options. For analyzing the data, the descriptive statistics, such as mean, standard deviation, and frequency study has been used. For testing the hypothesis and drawing inferences, the statistical tool like ANOVA. The above analysis has been done using 20.0 version of SPSS package.

### **1.5 Literature Review**

Lebas (1995), choose to say that performance especially in the case of management is not so much about past achievement, as generally accepted, but about the future, about the capability of the unit being evaluated. He further highlighted that performance can be anything from efficiency to robustness or resistance or return on investment, or plenty of other definitions never fully specified. Manuel Mendonca and R.N. Kanungo (1990), Performance Management refers to the process of setting and communicating performance targets defining evaluative criteria to be employed at different levels of performance, monitoring performance, reviewing performance, providing feedback and taking corrective measures to remove performance snags.

Daniels and Rosen (1984) have defined Performance Management as a data guided approach to managing work behaviour. But most of the organisations do not have a proper performance management system; instead, they have an age-old performance appraisal system, and that too is in Shambles. Beer and Ruh (1976), in his article highlighted that the concept of Performance Management gradually evolved and gained increased attention of both practitioners and researchers, with both performance appraisal and consequently training and development measures being addressed. It encouraged active participation of the employee (appraise) and

emphasized a two way communication during the process, thereby alleviating many of the problems inherent in the traditional performance appraisal arrangements. A more detailed definition of Performance Management should be defined by Jones et al (1995). They argue that it should: i) communicate a shared vision throughout the organisation to help to establish and support appropriate leadership and management styles. ii) Define individual requirements and expectations of all employees in terms of the inputs and outputs expected from them, thus reducing confusion and ambiguity. iii) Provide a framework and environment for teams to develop and succeed. iv) Provide the climate and systems that support reward and communicate how people and the organisation can achieve improved performance. v) Achieve improved performance. vi) Help people manage ambiguity. Marchington and Wilkinson (1996) state, Performance Management requires ongoing and unsolicited support in order to be effective; that is, the telephone call or the “chance” conversation just to check that all is going well, which many busy managers tend to overlook in their efforts to satisfy formal organisational requirements. Striteska (2012) cited in his article that performance management is an instrument for achieving better results in the organization, teams as well as individuals whereby the performance is understood and managed within the agreed and planned goals, standards and competencies. American Compensation Association (1996): To reduce the subjectivity of performance management systems and increase the focus on continuous improvement, organisations have tended to move away from rating categories or levels toward summary statements that are behaviour oriented and more focused on future improvements. Bitici et al (1997), identified performance management could be characterized as a process by which they organize integrates its performance with its corporate and functional strategies and objectives.

Armstrong and Murlis (1994) comment that: Some organisations separate entirely performance pay ratings from the performance management review. But there will, of course, inevitably be a read-across from the performance management review to the pay-for-performance review. The issue is that if you want to pay for performance or competence you have to measure performance or competence. And if you want, as you should do, the process of measurement to be fair, equitable, consistent and transparent, then you cannot make pay decisions, on whatever evidence, behind closed doors. You must convey to individuals or teams how the assessment has been made how it has been converted into a pay increase.

## 1.6 Analysis:

In OPTCL, PMS is not a predefined function as implementation. Therefore maximum employees are not aware about what PMS is? Basically PM is a collected and combined activities of different HR functions like performance planning, performance appraisal, training & duet reward system, promotion, career planning etc. If we focus to the HR activities of OPTCL, all the above HR activities are properly implemented and worked in their own objectives which may help in implementing the PM in the organization. Though in OPTCL, they don't have any formal PMS, but the support activities are properly working in the entire organization. The respondents are from the different power units of Odisha by keeping majority from head office (Bhubaneswar).

### 1.6.1 Age & Experience of the Employees

**Table no-1.1: Cross tabulation of age & experience of the employees**

			Experiences of the Respondent			
			Below 5 years	5-10 years	10 years and above	Total
Age of the Respondent	25-35 yrs	Frequency	24	0	4	28
		% within Age of the Respondent	85.7%	.0%	14.3%	100.0%
	36-45 yrs	Frequency	4	4	18	26
		% within Age of the Respondent	15.4%	15.4%	69.2%	100.0%
	Above 46 yrs	Frequency	0	0	66	66
		% within Age of the Respondent	.0%	.0%	100.0%	100.0%
	Total	Frequency	28	4	88	120
		% within Age of the Respondent	23.3%	3.3%	73.3%	100.0%

Source: Primary Survey

Experience of an employee in an organization is a factor to be reckoned with. The level of commitment to the organization is linked with experience. This factor counts much so far promotion ,pay, remuneration & training, participation in decision making, recognition at work etc are taken in to account. The above table is the matrix representation of age and experience .It

has been seen that 73.3percent of the respondents are showing an experience more than 10 years.23.3percent of the respondent are showing an experience of below 5 years where as 3.3 percent are showing an experience of 5-10 years. The cross tabulation result shows that all the above 46yrs of employees have more than 10yrs of experience which can be a positive sign for implementation of PMS as the decision making process lies with seniors level of management.

### 1.6.2 Chi-Square Tests

**Table-1.2: Chi-Square Tests across age and experience**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	97.034 <sup>a</sup>	4	.000
Likelihood Ratio	97.139	4	.000
Linear-by-Linear Association	75.781	1	.000
No. of Valid Cases	120		

Source - Primary survey

For the sake of establishing a relationship between experience and age the researcher has tested the data set through chi-square test. It has been observed from the above table that there exists a high degree of association between age and experience showing the Pearson Chi-Square value as 97.03.

### 1.6.3 Employees' Awareness towards objectives of Performance Management System

This part of the analysis lies with the respondent awareness about the theoretical perspective of Performance Management System. In this section the respondents were asked questions about the objective aspect of PMS which will make the path for implementing the function in the organization.

**Table 1.3 Awareness on objectives of PMS**

	Work Experience	No. of responders	Mean Score	Std. Deviation	Std. Error
The PMS provides an opportunity you to know what the management really expects	Below 5 years	18	1.57	.504	.095
	5-10years	53	1.50	.577	.289
	10 years and above	49	1.14	.345	.037
	Total	120	1.25	.435	.040
The objectives of PMS are clearly known to you	Below 5 years	18	2.79	.787	.149
	5-10years	53	2.50	.577	.289

	10 years and above	49	2.11	1.159	.124
	Total	120	2.28	1.101	.101
Appraisal is done based on KPA	Below 5 years	18	3.29	1.049	.198
	5-10years	53	3.50	.577	.289
	10 years and above	49	2.14	1.584	.169
	Total	120	2.45	1.539	.140
KAP can better preparation the PMS	Below 5 years	18	1.64	.488	.092
	5-10years	53	1.50	.577	.289
	10 years and above	49	1.11	.319	.034
	Total	120	1.25	.435	.040
KAP can identify the gap between expectations and quantum which may help PMS for better analysis	Below 5 years	18	1.86	.756	.143
	5-10years	53	1.50	.577	.289
	10 years and above	49	1.14	.345	.037
	Total	120	1.32	.565	.052
PMS is providing information needed to program a job	Below 5 years	18	2.43	.634	.120
	5-10years	53	2.00	.000	.000
	10 years and above	49	1.16	.368	.039
	Total	120	1.48	.698	.064
PMS is involved in focusing an development and fostering communication	Below 5 years	28	2.21	.787	.149
	5-10years	4	1.50	.577	.289
	10 years and above	88	1.27	.541	.058
	Total	120	1.50	.722	.066
Do you think PMS help each employee understand more and become clear about their job function?	Below 5 years	18	1.21	.418	.079
	5-10years	53	1.50	.577	.289
	10 years and above	49	1.02	.262	.028
	Total	120	1.08	.333	.030

Source: Primary survey

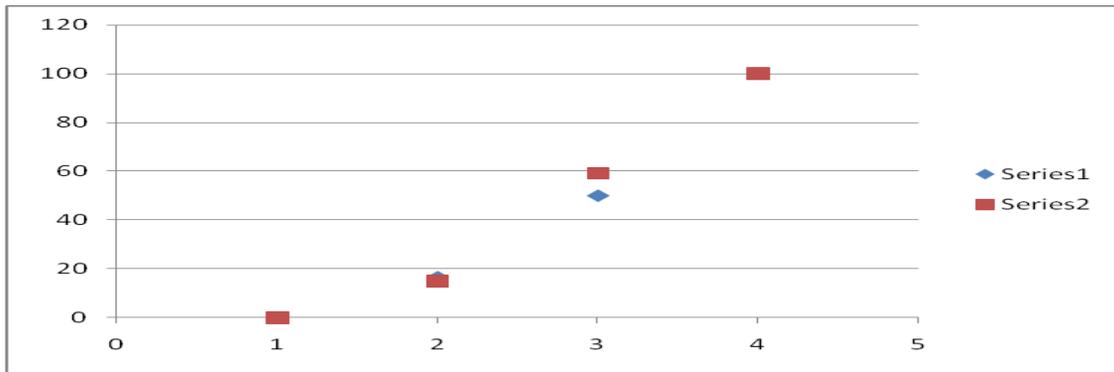
## 1.6.4 Lorenz Curve

Table1.4:Lorenz Curve

Experience in years	Mid value (experience)	Cumulative mid value	% (experience)	No. of Respondents	Cumulative value	% of Respondents
Below 5 years	4	4	16.67	18	28	15
5-10 years	8	12	50	53	32	59.17
10 years & Above	12	24	100	49	120	100

Source: Primary data

**Fig 1.1 Lorenz Curve**



Source: Primary data

The Table 1.3 contains some of the variables those are considered vital as the objectives of Performance Management System (PMS). The researcher aims at knowing the perception of employees on objectives of Performance Management System (PMS) at OPTCL. Before administrating the questionnaire the researcher divided the entire group of employees into three categories basing on their experience. Through the process the researcher collected the responds and analyzed it to verify whether there exists any difference among the employees or they all agree to the questions there in. The collected data has been described with the help of some statistical tools like Mean, Standard deviation and Standard error. For each variable, the researcher has calculated three set of values of Mean score, Standard deviation and standard error. From the table, it has been observed that the mean score of “Appraisal is done based on KPA” is more and “The PMS provides an opportunity to you to know what the management really expects” stands lowest. However, to know the difference of perception from the line of best fit, Lorenz curve has been applied and the deviation is shown as the gap in the figure 1.1 in the above context.

For further clarification of above table, ANOVA test was applied to test statistical significance of different objectives considered so far as experience is concerned for Performance Management System (PMS) at OPTCL and the results are presented in the following tables.

## 1.6.5 Employees' Awareness towards objectives of Performance Management System

Table 1.5 ANOVA Test

Items	Work Experience	Degrees of Freedom	Sum of Squares	Mean Square	F-Value
The PMS provides an opportunity you to know what the management really expects.	Between Groups	2	.9285	.464	2.967
	Within Groups	117	18.221	.156	
	Total	119	19.1495		
The objectives of PMS are clearly known to you	Between Groups	2	2.886	1.443	1.255
	Within Groups	117	134.578	1.150	
	Total	119	137.464		
Appraisal is done based on KPA	Between Groups	2	7.076	3.538	1.662
	Within Groups	117	249.078	2.129	
	Total	119	256.154		
KAP can better preparation the PMS	Between Groups	2	.159	.318	2.290
	Within Groups	117	16.292	.139	
	Total	119	16.451		
KAP can identify the gap between expectations and quantum which may help PMS for better analysis	Between Groups	2	1.098	.549	2.399
	Within Groups	117	26.792	.229	
	Total	119	27.890		
PMS is providing information needed to program a job	Between Groups	2	.520	.260	1.384
	Within Groups	117	22.630	.193	
	Total	119	23.150		
PMS is involved in focusing an development and fostering communication	Between Groups	2	1.859	.929	2.519
	Within Groups	117	43.169	.369	
	Total	119	44.928		
Do you think PMS help each employee understand more and become clear about their job function?	Between Groups	2	.3018	.1509	1.509
	Within Groups	117	11.669	.100	
	Total	119	11.9708		

Source: Primary data

The above ANOVA table 1.5 describes the variability in perceptions of employees regarding different objectives of Performance management services. The table speaks the F value for all the items are less than the tabulated value 3.07 at df (2,120) suggesting that there is no significant relationship between the employee's opinion towards different objectives of PMS at different level of work experience of employees. More precisely we may accept the proposition of no such

difference in opinion for the above statement exists so far as experience of employees are concerned.

### 1.6.6 View of Managers towards Application of Performance Management System in OPTCL.

This section represents the decision makers of the organization. They are the top level managers who are directly or indirectly associated in the decision making process. In this segment, size of the sample is 40. The objectives of this section is to identify the view of managers towards application of performance related issues which may shows the direction for implementing it to the organization.

Table 1.6: Top Level Managers and Implementation of PMS in OPTCL

Items	Work Experience of Top level Managers	N	Mean	Std. Deviation	Std. Error
What are the stages of PM during which you communicate with your employee	2-5 years	14	4.00	.000	.000
	5-10 years	4	3.50	.577	.289
	10 years and above	22	3.43	.498	.053
	Total	40	3.57	.498	.045
What do you do when you identify poor performance in your review session	2-5 years	14	2.00	1.018	.192
	5-10 years	4	1.50	.577	.289
	10 years and above	22	2.14	.996	.106
	Total	40	2.08	.992	.091
Give your opinion an employee self appraisal	2-5 years	14	2.14	.356	.067
	5-10 years	4	1.50	.577	.289
	10 years and above	22	1.82	.838	.089
	Total	40	1.88	.758	.069
In which of the following situation you find yourself uncomfortable	2-5 years	14	3.36	.621	.117
	5-10 years	4	3.50	1.732	.866
	10 years and above	22	2.84	.676	.072
	Total	40	2.98	.745	.068
What according to you would calculate psychological barriers to effective PA	2-5 years	14	2.29	.460	.087
	5-10 years	4	2.00	1.155	.577
	10 years and above	22	2.32	.704	.075
	Total	40	2.30	.669	.061
What strategies of your organization have been linked to the PMS to make it more efficient	2-5 years	14	2.18	1.307	.247
	5-10 years	4	3.25	.500	.250
	10 years and above	22	2.09	.990	.106
	Total	40	2.15	1.074	.098

Source: primary data

**1.6.7 ANOVA test for difference in Work Experience of Top level managers and opinion toward PMS**

Table 1.6 ANOVA test

Items	Work Experience of Top level managers	Sum of Squares	df	Mean Square	F
What are the stages of PM during which you communicate with your employee	Between Groups	1.089	2	.545	2.379
	Within Groups	26.589	37	.229	
	Total	27.678	39		
What do you do when you identify poor performance in your review session	Between Groups	1.803	2	.902	.914
	Within Groups	115.364	37	.986	
	Total	117.167	39		
Give your opinion an employee self appraisal	Between Groups	2.847	2	1.424	2.542
	Within Groups	65.519	37	.560	
	Total	68.367	39		
In which of the following situation you find yourself uncomfortable	Between Groups	2.717	2	1.358	2.685
	Within Groups	59.201	37	.506	
	Total	61.919	39		
What according to you would calculate psychological barriers to effective PA	Between Groups	.395	2	.197	.437
	Within Groups	52.805	37	.451	
	Total	53.200	39		
What strategies of your organization have been linked to the PMS to make it more efficient	Between Groups	5.170	2	2.585	2.289
	Within Groups	132.130	37	1.129	
	Total	137.300	39		

Source: primary data

ANOVA table describe the variability in perception of managers regarding different aspects of Performance Management System. To evaluate “What are the stages of PM during which you communicate with your employee” the researcher estimated the F value which comes to 2.379 which is less than the tabulated value 3.07 at *df* (2, 39) showing a non-significant relationship among the managers having different years of experience .Hence there does not exist a difference of opinion regarding “What are the stages of PM during which you communicate with your employee.

To know the perception of managers whenever they find the situation like “What do you do when you identify poor performance in your review session ” the researcher estimated the F value which comes to .914 which is less than the tabulated value 3.07 at *df* (2,39) showing a non-significant relationship among the managers having different years of experience .Hence there does not exist a difference of opinion regarding “What do you do when you identify poor performance in your review session,”

Regarding self appraisal system the managers are also showing a reasonable degree of unanimity among themselves which has been validated by the fact that the estimated the F value which comes to 2.542 which is less than the tabulated value 3.07 at *df* (2,39) showing a non-significant relationship among the managers having different years of experience.

To understand the perception of managers regarding the situation like “In which of the following situation you find yourself uncomfortable” the researcher estimated the F value which comes to 2.685 which is less than the tabulated value 3.07 at *df* (2, 39) showing a non-significant relationship among the managers having different years of experience .Hence there does not exist a difference of opinion regarding “In which of the following situation you find yourself uncomfortable”

When it has been asked to know the views of managers regarding “What according to you would calculate psychological barriers to effective PA” all of them were of the same view which can be best evaluated through quantitative way where the researcher estimated the F value which comes to .437 which is less than the tabulated value 3.07 at *df* (2,39) showing a non-significant relationship among the managers having different years of experience .Hence there does not exist a difference of opinion regarding “What according to you would calculate psychological barriers to effective PA ”

When it has been asked to evaluate the views of managers regarding “What strategies of your organization have been linked to the PMS to make it more efficient” the researcher reached at the

following conclusion where the estimated F value comes to 2.289 which is less than the tabulated value 3.07 at  $df$  (2,39) showing a non-significant relationship among the managers having different years of experience .Hence there does not exist a difference of opinion regarding “What strategies of your organization have been linked to the PMS to make it more efficient ”

### **1.7 Findings**

Drawing together the findings and discussion it could be found that in OPTCL there is no such formal PMS implemented but the senior and the middle manager’s knowledge regarding the implementation of PMS and the characteristics that PMS should meet according to their opinion in future. According to the most executives of HRD department of OPTCL, a formal performance management is very much necessary for the organizational effectiveness.

The researcher tries to find out the awareness of the employee regarding PMS as it is not their regular activities. And it found that all the executives have similar opinion relating to the objectives of PMS. There are no such differences in their opinion.

Coming to the second objective it is found that deals with the top manager’s view towards the implementation of the PMS. It shows from the above table that the F value of the above item comes less than the tabulated value i.e. 3.07 at  $df$  (2, 39) showing a non-significant relationship among the managers having different year of experience. As there is less difference in the opinion so the PMS can be implemented without any obstacles.

Coming to the third objective, it envisage that through OPTCL doesn’t have any formal PMS but the related activities of performance management is a regular function over there with a different objectives. The company is well acquainted with the HR functions like Performance Planning, Performance appraisal, Training and Development, Performance Appraisal Review, Performance based promotion etc. It indicates that the company OPTCL is lacking by only the name of PMS as a HR function only. It needs some modification to the existing system which makes the function more accurate for its implementation.

### **1.8 Conclusion**

Improvement and increase in employee performance is determined with the goals employees set to achieve, employees that set difficult goals will achieve higher performances compared to employees with easy or without goals. In goal setting and its achievement for increase in performance the manager encourages employees to participate in the decision making process in

the organization, helps employees to identify motivational drives. Employee performance will improve when organization provides necessary motivation that will influence employees to work towards the motivational drive. For improvement of employee performance we require a proper Performance Planning, Appraising, Reviewing and Rewarding the employee which taken together makes PMS.

The conducted research study confirms that as there is no significant difference between the opinion of top managers and the executives, PMS can be implemented for its employee. It will not be a hindrance for employee's output and organizational goal.

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