

## **THE PMS'S (PERFORMANCE MANAGEMENT SYSTEM) CONTRIBUTION TO FOSTERING EMPLOYEE DEDICATION IN BIHAR'S AND HARYANA'S PRIVATE HOSPITALS**

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### **Abstract**

The easy method of income justification is the performance management system. To run the appraisal system, which results in forming the judgements in a suitable, defensible, and accurate manner, a well-disciplined and well-regulated system is required. With time, the conventional technique of evaluation based on reward was abandoned (Clardy, 2013). Performance management or performance review or performance appraisal as a traditional approach involves in maintaining documentation of staff's performance record by their supervisors and communicating these records to staff (Foss, 2007). It is aimed at measuring present performance and focusing on future goals, opportunities and resources required. Greenberg & Haviland (2008) defines performance management as one of tool which involves managing performance of an employee. Similarly, Julnes (2008) explains performance management as a comprehensive approach that involves in managing many activities together which results in effectively managing employees and teams with a view to attain notable levels of organization performance. The results can be obtained by upgrading the performance and evolving talents with structuring capacity of staff. It is a continuous step which involves supervisors and staff members. This helps in reviewing the performance of employees and encouraging them for moderate development (Bruce, 2014). Without knowledge of authenticity, Cooper (2005) explained that "a framework that is designed to analyse, reward, convince, and build might really have the opposite affect and cause disappointment and scorn."

**Keywords:** reward, analysis, pros n cons, authentic, explanation

Figure 1 includes the following examples of performance management from the above explanations:

Figure: 1 Performance Management



(Source: Developed by researcher)

### Employee Performance Assessment

Assessing an employee is an essential tool which cannot be eliminated for decision making. It is very important to be reliable, accurate, unbiased, fair and must include all parameters of performance which are to be measured. Secondly, these parameters and the procedures are familiar to the employees like he should be aware of what the job expectations are and how much efforts he can put against it. As exploration of employee's performance differ from job to job. In most cases, evaluating employee performance is a difficult job that requires thorough planning in order to be effective. When a company wants to decide the performance expectations for all of its employees, it needs to plan ahead of time with the help of a performance manager. Any criteria need to be established on the basis of that conversation and the employee needs to be continually tested on different aspects.

### Performance Management Process

Researches have shown the multiple attributes and prerequisites of effective performance management system. Ideally, before applying any assessment process it is important for organization to determine its needs. For example, performance management systems may help with remuneration, promotion, employee growth, and force reductions. If excessive objectives are attached to the employee performance system it may lead to insignificant results. Depending on the need of organization, its culture, and functioning of departments the performance management system must be designed. According to an analysis of performance improvement systems in many 7 organisations, the majority of them use a version of the following process:

**Figure 2 Performance management process**



(Source: US department of Interior)

### **Structure of Health Care**

The system of health care includes the infrastructure (such as hospitals and clinics), personnel (such as the number of nurses and doctors), and technology that enable the provision of health services. Structure is thought to have an impact on the calibre of healthcare facilities. One part of the accreditation process for health care facilities (such as hospitals and nursing homes) is the

evaluation of the suitability of institutional aspects, such as staffing, on-call employees, technology, and support services (laboratory, pharmacy, radiology). The systemic capital of healthcare institutions and organisations serves as the foundation for the provision of high-quality healthcare services.

### **Health care in India**

The private healthcare industries in Bihar and Haryana are taken into account in this study. On November 1, 1966, Haryana was created out of the previous state of East Punjab for linguistic reasons, becoming one of India's 29 districts. It is situated in North India and only occupies 44,212 km<sup>2</sup>, or less than 1.4 percent, of India's total land area (17,070 sq mi). In terms of area, it comes in at number 21. The National Capital Region's Gurugram serves as the state's financial hub and is home to numerous Fortune 500 businesses, while the capital of the state is Chandigarh. Faridabad is the most populous city in the state. Haryana features reputable private hospitals that have chains throughout India and some that are spread throughout other regions of the continent as well. Private health care facilities are ready thanks to corporate culture, and they thrive on providing prompt and high-quality services. Performance management system is essential because management strives to accomplish organisational goals through effective

use of its people resources. However, the Indian state of Bihar is situated in both the country's eastern and northern regions. It is the 13th largest state in India with a 94,163 km<sup>2</sup> total area (36,357 sq mi). It is the third-largest state in terms of population in India, bordered to the west by Uttar Pradesh, to the north by Nepal, to the east by the northern region of West Bengal, and to the south by Jharkhand. Before 2007, when a few corporate agencies invested in the state as a result of steps taken by the federal government, the state had never had a flourishing commercial expansion.

## **Literature Review**

### **PERFORMANCE MANAGEMENT SYSTEM: AN OVERVIEW**

According to C.K. Sahoo and S. Mishra (2012), a performance management framework includes a straightforward job description, proper hiring procedures, performance criteria, evaluation procedures and outcomes, training and development, mentorship and feedback, performance

development, and so on. It also contains the organization's successful assessment, rewards, and acknowledgement systems. Not only does a good performance management system help the company, but it also benefits the employees. It is a comprehensive process that brings together several factors that contribute to effective people management, such as learning and growth (CIPD 2010). According to Armstrong (2009), a performance management framework allows an organisation to understand how its workers work, allowing it to identify those who are most valuable to the organisation and those who are least valuable. The M. N. Gopinath (2009) said that an organization's success is determined by its manpower, so people must be handled efficiently in order to achieve profitability. He also noted that a performance management system has two components a Performance Evaluation System (PES) and a Performance Reward System (PRS). He focused on three measurements to assess execution: business advancement, benefit, and effectiveness.

The arrangement of objectives is utilized both in setting the destinations and surveying the accomplishment of the targets, as per Aguinis (2009, 2008) and Nankervis and Compton (2006). In performance improvement systems, a variety of approaches have been used. The 360-degree structure, management by goals (MBO), skill recognition and evaluations, and the creation of comparative and absolute performance evaluation systems are the most critical of these.

Performance Management System, According to Nel et al. (2008), performance assessment and evaluation are included. There are two approaches to evaluate employee performance: relative and substantive.

According to Helm et al. (2007), four metrics were used to evaluate the effectiveness of the performance management system: a) PMS-a performance management survey, b) IEOS-an internal employee opinion survey questionnaire, c) PED-performance evaluation distribution, and d) MPD-merit pay distribution.

The majority of BPO staff, according to Hardik Shah and Vinay Sharma (2007), agree that the company has a decent assessment system. People are also pleased with the PMS, but they agree that their relation to benefits and career advancement needs to be strengthened. They mentioned that it's advantageous for businesses to regularly monitor employees so they can match their

performance and happiness levels. According to Corcoran (2006), performance management is a system made up of several interconnected internal processes. The entire process, which ranges from recruiting and selection to goal-setting, performance evaluation, and training and development, encompasses much more than just appraisals. Performance management is seen as a crucial and final Human Resource subsystem that can contribute to an organization's growth and effectiveness (Nankervis and Compton, 2006). The major purpose of building performance management systems, according to Nankervis & Compton (2006), was to update procedures in order to obtain desired results, and then to investigate if performance management might be utilised as a more proactive manner of human resource management. Performance management, according to Vance (2006), consists of two components: a) talent exploitation and preservation, and b) a performance feedback mechanism. According to Armstrong and Baron, the word "performance management" was not first used until the 1970s (2005).

In the 1950s, two-thirds of American large corporations had performance evaluation programmes, and the same was true in Europe in the 1960s, according to Furnham (2004). Through law in the 1980s and 1990s, businesses in the United Kingdom and the United States were compelled to adhere to some sort of programme (1970s). According to Furnham, performance improvement programmes were utilised in the 1980s and 1990s to try and change the public service's culture and attitude (2004). As per the Association of Certified Chartered Accountants (ACCA), PM is portrayed as a recurrent cycle that associations use to assess and improve worker execution so they can adequately add to hierarchical destinations.

In the views of Bourne et al. (2000), PMS must be checked and developed at various levels as situations shift. As per the views of him, performance management system should provide a process to 1) analyse and upgrade the goals and criteria, 2) to establish an individual measures as results, 3) to develop individual measures as performance and 4) the entire collection of interventions in use is reviewed and revised on a regular basis.

### **INFLUENCING FACTORS OF PERFORMANCE MANAGEMENT SYSTEM**

According to P. Pant, P. C Kavidayal & H. K Pant (2013) Employee output is influenced by both financial and non-financial factors, both directly and indirectly. Person and group success is often stressed as a result of these factors. They also pointed out that focusing more on non-financial elements will help the organisation improve employee performance and foster a healthy work environment.

Employee participation is the subject of Mone and London (2010). They claimed that incorporating employee engagement into the performance management process would result in higher levels of performance. Various factors that affect the performance management system have been established by several researchers. Employee commitment, as the view of Macey et al. (2009), is one of those variables that has been receiving more attention as a key determinant of efficiency.

National culture has a strong impact on the nature of a Performance Management System, according to Merchant and Van der Stede (2003). The design and execution of an effective PMS must take into account employee behaviour and culture.

### **PMS-PERFORMANCE MANAGEMENT SYSTEM: AT PUBLIC AND PRIVATE SECTOR**

According to a study conducted by S. Joshi (2014), the performance management systems of most Indian and foreign organisations are nearly identical, with the exception of cultural variations. PMS would not be able to fulfil its objective until it is successfully implemented and well appreciated by employees, he added. S. Venkatesh (2014) investigated how companies deal with transition in performance management. While the organisations investigated have diverse ways to handling change in performance management, he discovered that they share certain characteristics, such as implementation style, method, feedback, IT and culture challenges, and so on. Furthermore, it was discovered that the greatest obstacle for businesses was employee engagement. According to a survey on employee performance management in OCL India Ltd conducted by S. Pradhan and S. Chaudhary (2012), through the learning impact and the attainment of objectives, effective and productive management of the performance management system helps to retain people and boost productivity. Bank workers' attitudes of their present performance management system were investigated by R. Alamelu et al. (2014). Simple task descriptions, clarity of priorities, flexible goals, and larger mapping were used to determine the success of PMS at a commercial bank, which were the results according to a study conducted by S. Upadhyay and A. Gupta (2012). According to Kuhlmann (2010), in public sector organisations, Performance management systems are divided into two categories: organisational performance management and individual performance management. According to Bassey B. Esu and Benjamin J. Inyang (2009) study, Performance management programmes in the public and commercial sectors are the same. This is due to the fact that they both want to accomplish their objectives, whether micro or macro. Cascio (2006) found that practically all organisations, from colleges to public and government-aided companies, use social media, as some kind of system to classify or assess employee efficiency. As per the study conducted on 278 companies, more than 90% of them use a systematic performance management framework to evaluate employee performance, with two-thirds of them being global corporations with operations in fifteen countries.

#### **Contemporary Methods of Performance management in the Healthcare Industry:**

In order to evaluate the employee group's competencies for a higher position, examinations, exercises, tasks, and social or informal events are provided. The majority of the time, these individuals will be given the tasks to do in the future. To assess competence and abilities, assessment centres use qualified individuals. Assessment centres look at skills including planning ability, interpersonal skills, organisational skills, career orientation, etc. These are designed to assess an employee's performance in a predetermined set of behaviours that are associated with a numerical rating. One way to judge a nurse is by how much she empathises with the patient. Her performance will receive a higher rating if she exhibits greater empathy for the patients. 360-degree performance appraisal method: Similar to having multiple points on a compass. Every employee whose performance has an impact on the 92 employees being evaluated has submitted information for it.

Eg: an employee's performance will be rated on the basis of the following:

- Self -Appraisal
- Immediate supervisor's Feedback
- Immediate Subordinate's Feedback
- All Peers and Team member's Appraisal

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

- To comprehend the function of document reviews and feedback in PMS (Performance Management Systems) in private hospitals in Haryana and Bihar.
- To contrast between how Private hospitals in Haryana and Bihar have implemented Performance Management Systems (PMS).
- To evaluate the variations in PMS (Performance Management System) post-implementation practises in private hospitals in Bihar and Haryana.
- To research how PMS (Performance Management System) helps private hospitals in Bihar and Haryana obtain staff commitment.

### **Hypothesis of the study:**

Based on the idea of this examination, and the discoveries of a few other comparable investigations saw during the writing review and furthermore based on the factors, the accompanying invalid theories have been detailed:

H1 : There is a positive relation between objective setting of performance management system and employee commitment.

H2 : Feedback and document reviews have positive effect on employee performance.

H3 : There is a substantial variation in how the performance management system are implemented in Private hospitals of Bihar and Haryana

H4 : There is significant difference between the post implementation performance of employees in Private hospitals of Bihar and Haryana

### **Using sample size**

In this context, Krejcie & Morgan (1970) indicated that a margin of error of 5% for categorical data and a margin of error of 3% for continuous data are both appropriate. Therefore, a 3 percent margin of error would be sufficient in this study, where the majority of the significant variables are being measured on a 5-point scale, to keep the true mean within .21 (.03 times five points on the scale) of the average determined from the survey sample. Determine the inclusive range of the scale, divide by the number of standard deviations that would encompass all potential values in the range, and square this amount to determine the variance of the scaled variable. For instance, the calculation would be as follows if a researcher used a five-point 103 scale and knew that 6 standard deviations (three on either side of the mean) would account for 99 percent of all responses:  $S=5$  (the scale's number of points)/6 (the number of standard deviations) = .833 Sample size,  $n = [(t)^2 * (s)^2 / (d)^2]$  using Cochran's sample size calculation.  $[(1.96)^2 (.833)^2 / (5 * .03)^2]$  is the sample size. = 118 (Where d is the allowable margin of error for the mean, s is the significance level, and t is the alpha value.) Therefore, 118 appears like an adequate sample size according to Cochran's sample size formula for a five-point Likert scale. Although categorical variables cannot be ignored, it is crucial to understand the estimated sample size needed for them. Using the Cochran's sample size formula once more, we have,  $[(t)^2 * (p)(q) / (d)^2]$  is the sample size.  $[(1.96)^2 (.5)^2 / (.05)^2]$  is the sample size. = 384 (Where (p)(q) = estimate of variance = .25, t = 1.96 is the value of alpha, and d = allowable margin of error for mean)

### **PRIMARY DATA**

Due to the respondents' geographic dispersion, it was challenging to interview every single one of them in order to get useful data for the study. A descriptive survey with a questionnaire was

the most appropriate approach of data collection in this circumstance. Questionnaires are by far the most popular instrument used to collect data due of their flexibility. Before being used on a broad scale, questionnaires must be thoroughly prepared, evaluated, and debugged. The questionnaire is covered as. Section 1: safeguarded personal data, whereas the Section 2: asked employees for feedback on a series of statements regarding their understanding of corporate objectives, performance planning, performance assessment, feedback, awards, and reputation given to people, as well as the procedures associated with the overall performance control device used inside the business enterprise, i.e., who benefits the most from using performance control, what it achieves, HR strategies related to overall performance. Closed-ended statements that could be rated on a 5- factor Likert scale were then made.

Gender wise Distribution: The gender wise distribution of collected data elaborated in Table 1 and Figure 3 which show the detailed distribution of population between the two genders. From the total of 560 collected respondents, 224 respondents were female, while 336 were male respondents, i.e., Majority of respondents (60%) were male and left-over respondents i.e. 40% were only female.

Variable	Number	Percentage
Male	336	60
Female	224	40

Table 1: Gender wise strata (Source: Data collection by researcher)

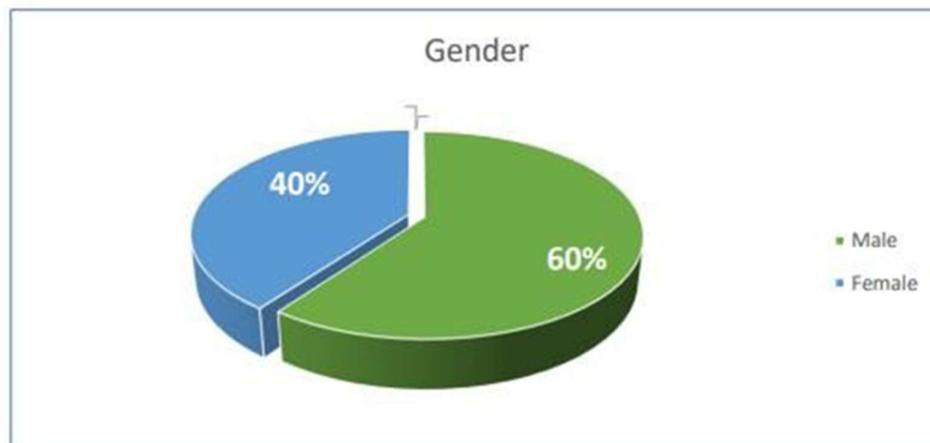


Figure-3 Gender wise Strata in graphical form (Source: From data collection by researcher)

Age wise Distribution: The Age wise distribution of collected data elaborated in Table-2 and Figure-4 which show the age groups of respondents, where age group of 31-40 years is found to be the most dominant, i.e., 193 respondents (34.4%) were of this age group, 158 respondents (28.2%) were from the age group of 41-50 years, while 118 (21.07%) were of age 21-30 years group and above 50 years of age were 91 i.e., only (16.25%).

Age (in years)	Frequency	Percentage
21-30	118	21.05
31-40	193	34.5
41-50	158	28.2
Above 50	91	16.25

Table 2: Age wise Strata (Source: Data Collection by researcher)

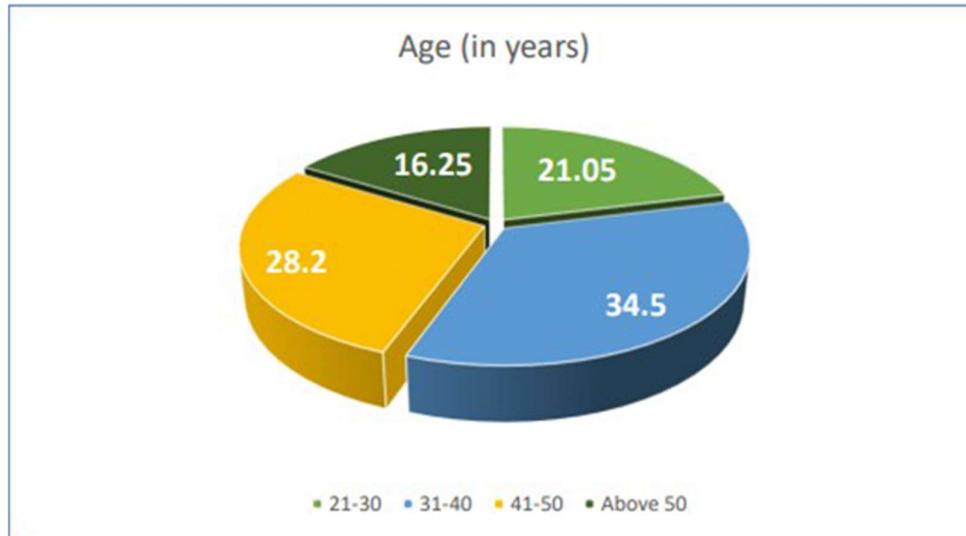


Figure 4: Age wise Distribution (Source: Data collection by researcher)

Departments of Respondents: From Table-3 and Figure-5, Respondents department were divided in three forms upper, lower and middle. From Table.3 and Figure-5 the evaluated/represented data evidence that most of the respondents (219) were from middle level management which constitute 39.12% of total sample, regular employees are the second most prominent category, i.e., 192 respondents (34.28%) from lower-level management while rest 149 (26.60%) were from Top management.

Table 3 Department of Respondents (Source: Data collection by researcher)

Department	Frequency	Percentage
Top level	149	26.60
Middle level	219	39.12
Lower level	192	34.28

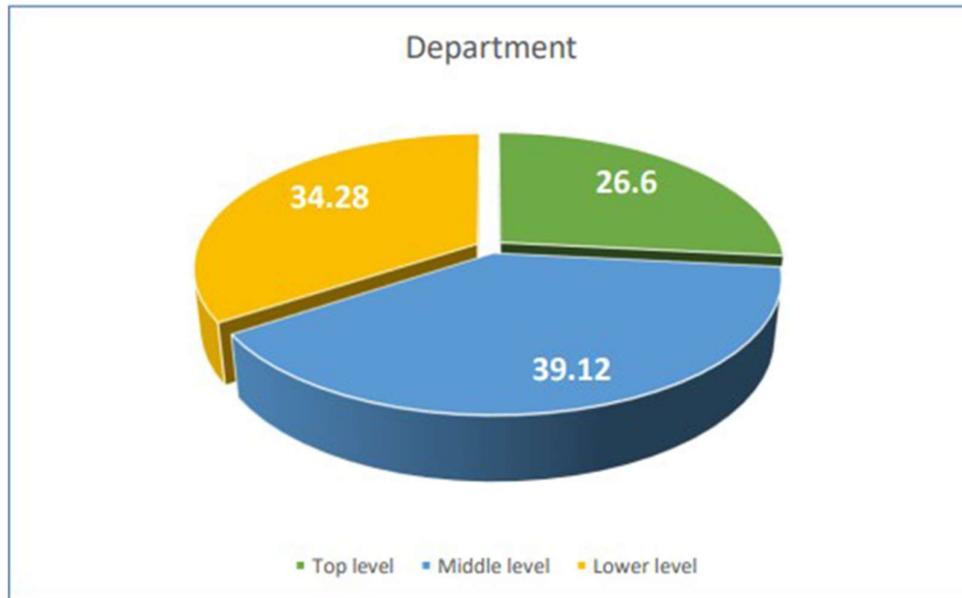


Figure 5 Department of Respondents

Respondents belong to (Place): From Figure-6, Respondents belong to was divided in two areas Haryana and Bihar. From Figure 6 it is clear that the majority of the responses (298) were from Haryana which constitute 53.21% of total number, rest 262 belong to Bihar (46.79%).

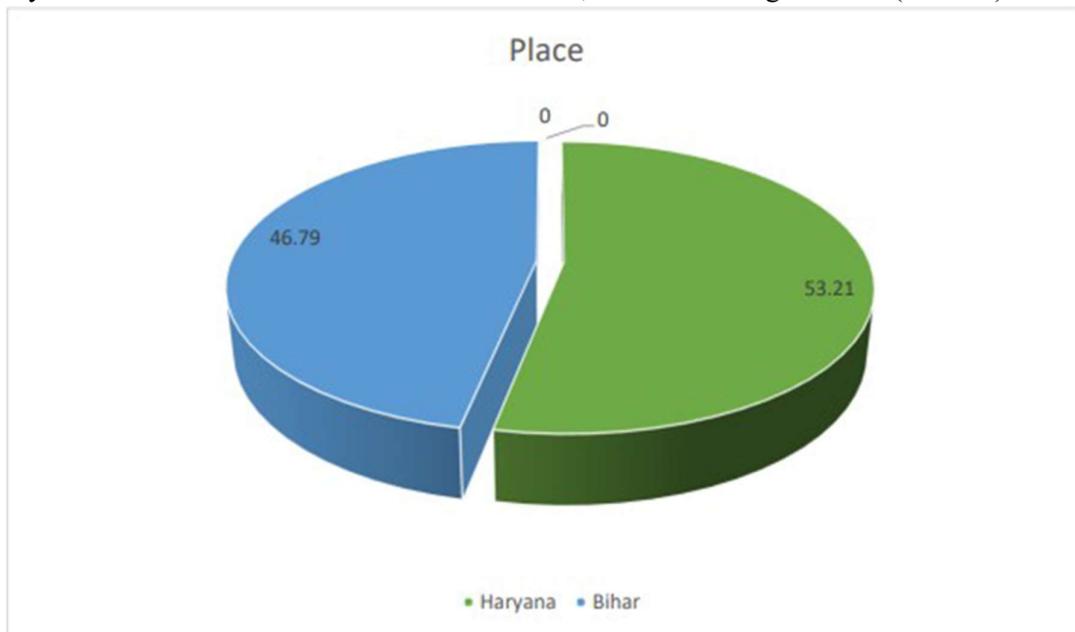


Figure 6 Place of Respondents

### Descriptive statistics

## Statistics

		Role of PM	Implementation	Feedback	Post IMP	Commitment
N	Valid	560	560	560	560	560
	Missing	0	0	0	0	0
	Mean	3.4804	3.2268	3.0074	3.9728	3.1648
	Std. Deviation	.55500	.59056	.46508	.31100	.50546

**Table 4 Descriptive statistics of variables**

### Reliability analysis

Cronbach's alpha reliability coefficient typically runs from 0 to 1. The coefficient, however, actually has no lower bound. The scale's internal accuracy increases as the Cronbach alpha coefficient approaches 1.0. The alpha size is determined by the scale's item count and mean inter- item correlations.

**Table 5 represents the alpha values of construct. The values of all construct are greater than**

**.7 indicates the values are acceptable.**

<b>Variable</b>	<b>Cronbach's Alpha</b>
Role of Performance Management	.745
Implementation	.786
Feedback of PM	.730
Post implementation	.735
Employee commitment	.796

**Table 5: Alpha values**

**TEST FOR HOMOGENITY OF VARIANCES****Descriptive Analysis Statistics**

		RoleofPM	Implem entation	Feedback	PostIMP	Commit ment
N	Valid	560	560	560	560	560
	Missing	0	0	0	0	0
Mean		3.4804	3.2268	3.0074	3.9728	3.1648
Std. Deviation		.55500	.59056	.46508	.31100	.50546
Skewness		-.006	-.300	.053	-.777	-.048
Std. Error of Skewness		.103	.103	.103	.103	.103
Kurtosis		-.032	.324	.400	1.950	1.806
Std. Error of Kurtosis		.206	.206	.206	.206	.206

The histogram in Figure 7 depicts the distribution of scores for the variable, or the function of performance management in the healthcare industry. SD is .555 and the mean is 3.48. There are 560 people in the total sample, and the histogram shows that they are evenly dispersed. For the use of parametric statistical approaches, this information is required. The histogram up top shows that the data is typical. If it is symmetrical in nature, using parametric statistics is not problematic. In this illustration, the function of performance management in healthcare organisations is pretty regularly distributed, with the majority of the scores falling in the middle and tapering off toward the extremes. In the social sciences, it is fairly typical.

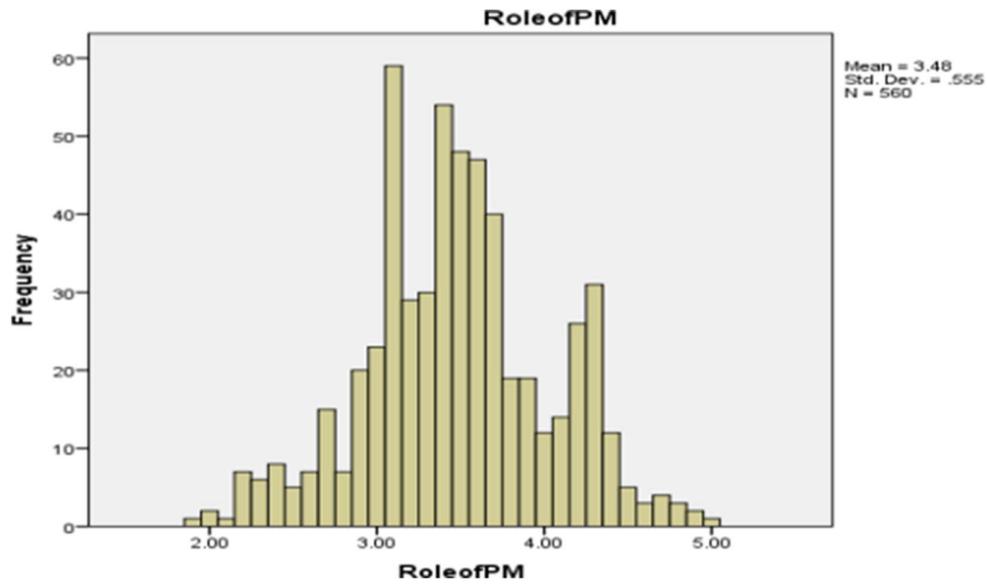


Figure 7- Histogram of Role of performance management

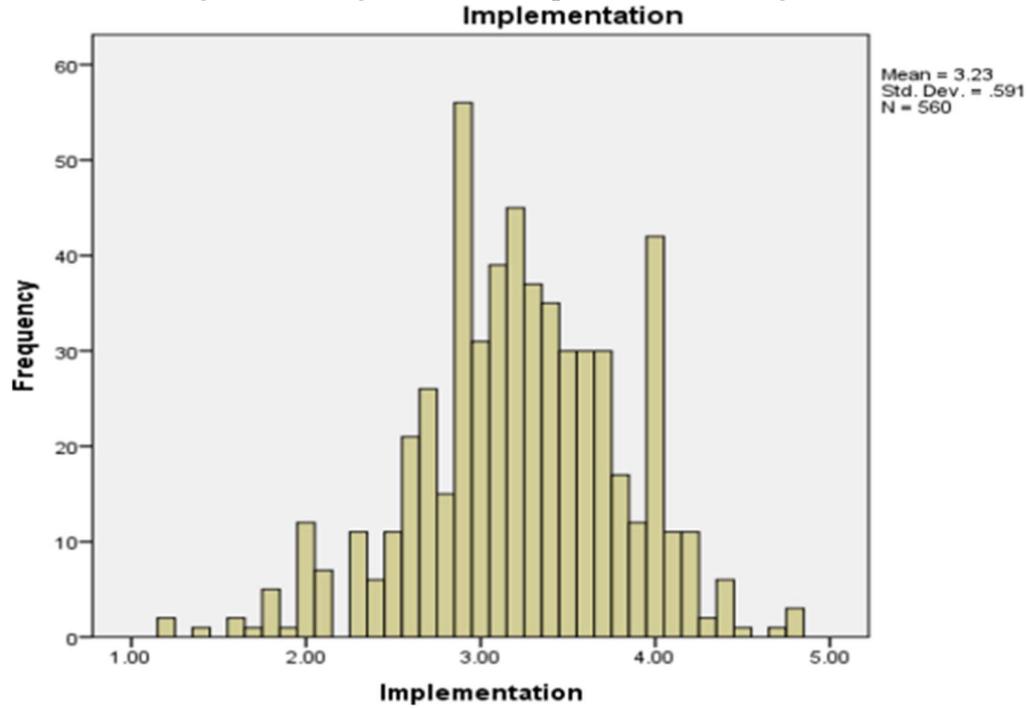


Figure 8 Histogram of Implementation of performance management system

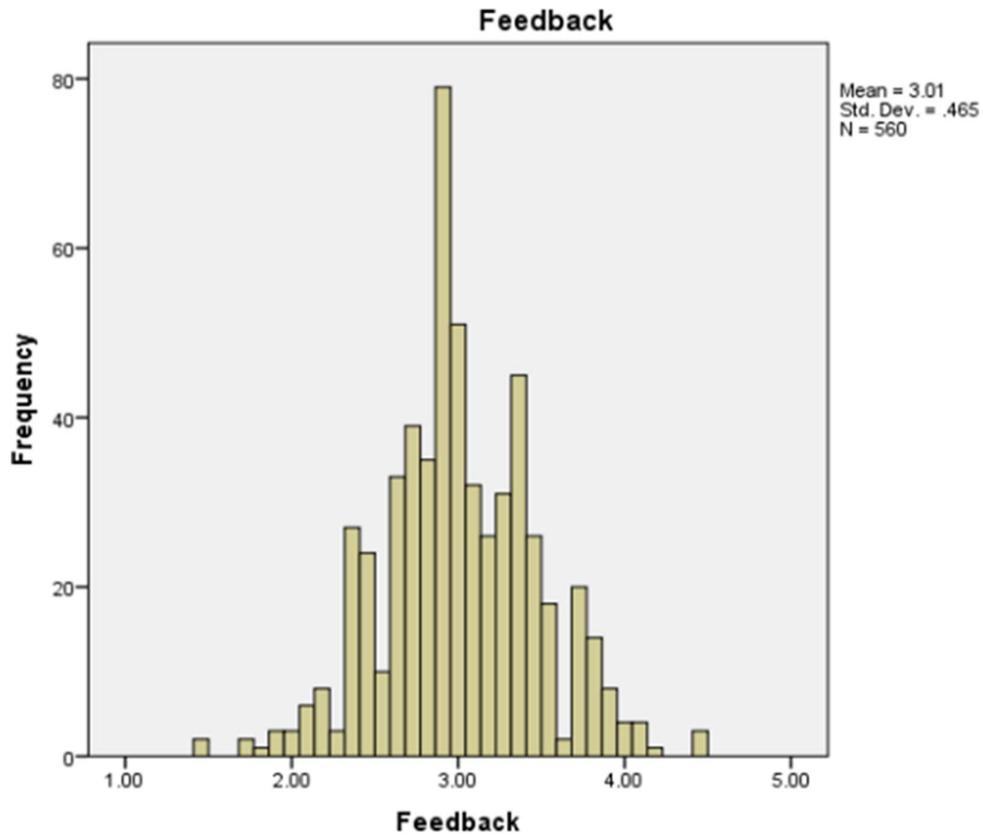


Figure 9 Histogram of Feedback of employees on PMS

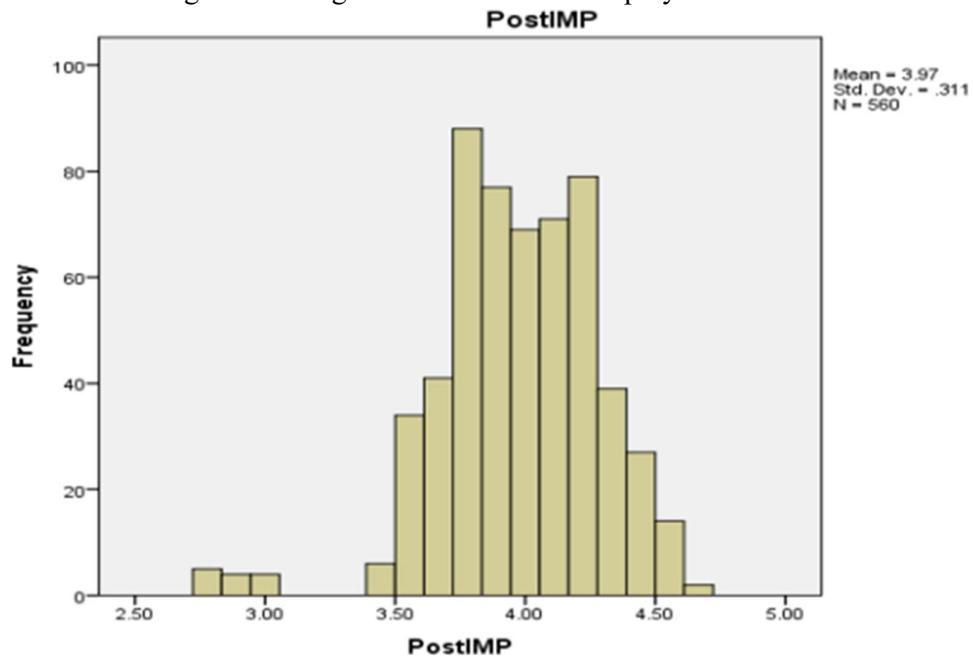


Figure 10 Histogram of Post implementation of performance management system Hypothesis of the study: Study's 4.4.1 Correlation Matrix Hypothesis The strength of the linear link between two variables is estimated through correlations. The range of correlation coefficients is from -1.0 (which is a perfect negative correlation) to +1.0. (a perfect positive correlation). The strength of the association increases when the correlation coefficients approach -1.0 or 1.0.

The correlation between two variables is less the closer a correlation coefficient is near zero. You must utilise ratio or ordinal data (or a combination of both). The correlations that we examine don't employ nominal data. A thorough correlation study with many variables, including the role of PM (performance management), implementation, feedback, post-implementation, and employee engagement to the performance management system, is shown in Table 4.7.

		Role of PM	Implementation	Feedback	Post IMP	Commitment
Role of PM	Pearson Correlation	1	.269**	.166**	-.037	-.006
	Sig. (2-tailed)		.000	.000	.384	.579
	N	560	560	560	560	560
Implementation	Pearson Correlation	.269**	1	.089*	-.044	-.027

	Sig. (2-tailed)	.000		.035	.294	.518
	N	560	560	560	560	560
Feedback	Pearson Correlation	.166**	.089*	1	-.091*	.058
	Sig. (2-tailed)	.000	.035		.032	.173
	N	560	560	560	560	560
PostIMP	Pearson Correlation	-.037	-.044	-.091*	1	-.023
	Sig. (2-tailed)	.384	.294	.032		.586
	N	560	560	560	560	560
Commitment	Pearson Correlation	-.006	-.027	.058	-.023	1
	Sig. (2-tailed)	.579	.518	.173	.586	
	N	560	560	560	560	560

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed). Table 4.7: Correlation matrix of variables

According to the aforementioned correlation matrix, the role of performance management systems in healthcare organisations is positively correlated with implementation of these

systems (correlation value:.269) and employee feedback on these systems (correlation value:.166), while negatively correlated with post-implementation performance of these systems (correlation value:

-.037) and employee commitment (with correlation value -.006). Further adoption of the performance management system is favourably connected with the function of performance management (with a correlation value of.269), and it was substantially correlated with employees' comments on the system (with a correlation value of.089). While there is a negative association between the post-implementation of the performance management system and the employees' commitment to the system (with a correlation value of -.044). (with correlation value -.027). Further Employee feedback on the performance management system has a positive correlation with the system's role (with a correlation value of 1.66) and implementation (with a correlation value of 0.89) and these relationships are all highly correlated. Employee feedback on the performance management system also has a positive correlation with the employees' commitment to the performance management system (with correlation value -.091). While there is a negative association between the commitment of employees to the performance management system after adoption (correlation value: -.044) and (with correlation value -.027). Further Employee feedback on the performance management system has a positive correlation with the system's role (with a correlation value of 1.66) and with the implementation of the system (with a correlation value of 0.89) and these relationships are all highly correlated. Employee feedback on the performance management system also has a positive correlation with the employees' commitment to the performance management system (with correlation value -.091). If the values are greater than .07 the variables are interrelated. Since the values are less than .07 all factors are acceptable and are not interrelated. While post implementation and commitment are negatively correlated with each other.

The findings of the present study suggest that, in addition to improving organisational performance, performance management has a favourable relationship with employee attitudes and emotional motivation (Abrokwah & Ge, 2017). This is a common affirmation (Pfeffer and Veiga, 1999) that performance management procedures help organisations operate well by emphasising

employee attitudes. The current study sought to fill a gap in the existing literature by examining the impact of performance management on employee perceptions, the implementation of a performance management system, the process for collecting feedback and reviewing documents, and the commitment of employees among private sector banks in Bihar and Haryana after implementation. The aims listed below were developed in order to access the solution to these questions. • To research how performance management systems help private hospitals in Bihar and Haryana recruit and retain employees. 137 • To comprehend how the performance management systems in private hospitals in Bihar and Haryana use feedback and document reviews. • To differentiate between the private emergency clinics in Haryana and Bihar in terms of how they execute their board arrangements. • To compare the post-execution procedures for the executives' framework in private medical clinics in Haryana and Bihar. The aforementioned fundamental goal was accomplished utilising a descriptive survey study design, which incorporates a quantitative way of data collection. Through the use of a questionnaire, data was gathered. 1200 questionnaires were distributed using the convenience sample technique in order to gather representative data. 520 of the surveys were gathered from

that group. The study's findings explain the demographic information for the two states of Bihar and Haryana. 560 private hospital personnel from both states' states were surveyed for data. 262 of the samples came from Bihar, while 298 were from Haryana. Utilizing the statistical package SPSS, the data gathered from target respondents via questionnaire was assembled and condensed. Frequency counts, percentages, mean values, and standard deviation were used to examine the variables. There were both positive and negative findings about the implementation of the performance management system at private hospitals in Haryana and Bihar, according to the data analysis reported in the preceding chapter.

#### **Bihar Vs Haryana on performance management system**

The present study finds through the results of t-test to identify the difference between role of performance management in private hospitals of Bihar and Haryana. There was a significant difference between role of performance management of Private hospitals in 141 Bihar and Haryana. While employees working in private hospitals of Bihar were more satisfied than Haryana one. There was a significant difference between role of performance management of Private hospitals in Bihar and Haryana. While employees working in private hospitals of Bihar were more satisfied than Haryana one. Second, there was no discernible difference in how private hospitals

in Bihar and Haryana implemented performance management systems. Thirdly, there is significant difference between feedback and document reviews of Private hospitals in Bihar and Haryana. While, employees working in private hospitals of Haryana were found more satisfied than the employees working in Bihar hospitals. Similarly, there is significant difference between Post implementation of Private hospitals in Bihar and Haryana While, employees working in private hospitals of Haryana were found more satisfied than the employees working in Bihar hospitals. Lastly, no significant difference was found between Employee commitment of Private hospitals in Bihar and Haryana. Improved employee performance, the development of a high-performing workforce, and the delivery of high-quality services are the objectives of a performance management approach. By employing a systematic approach, a healthcare institution can effectively manage medical activities and increase service quality. Realizing a performance management system's full potential in the healthcare sector is essential.

#### **Scope of the study**

The goal of performance management is to keep the organisation running smoothly. Managers and their subordinates share responsibility for desired goals and are equally involved in deciding what has to be done and how it should be done, performance monitoring, and action. When a company decides to engage in performance management, it is critical to first determine the performance criterion. When the criterion is clear and defined, both the managers and the subordinates will have a better understanding of their roles in the activity and will be able to achieve the goal more productively. The study will help in setting performance standards in private health care system through PMS. The study will further add in knowing and finalising the role of PMS in private hospitals of Bihar and Haryana. This can further lead to implementation, feedback and commitment of employees.

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