

## VIDEO PRESENTATION

### **158** Is Performance Management System a Key Driver for Performance Excellence?

*Anant Deogaonkar, Parul University, Vadodara, anant.deogaonkar@gmail.com*

*Bijal Zaveri, Parul University, bijal.zaveri@paruluniversity.ac.in*

*Sampada Nanoty, M.S. University, Sampadananoty@gmail.com*

“Stop rating us on bell curve”! This is the voice of all employees across the organizations. Employees never ever want their performance to be managed but want a real-time feedback mechanism. Digging out the history to punish the non-performances is a worn out method of performance appraisal. Performance management system is a tool for assessment and encouraging employees to perform. A lot of literature on performance management system is already published stating the methods and ways of assessment, award, reward system but the intent here is to study the performance management system as a key driver for employee motivation of performance excellence. This study is based on the data collected from the personal interviews of the HR professionals dealing with performance management system.

### **159** Impact Assessment of Performance Management System - Intellectual Asset Management

*Anant Deogaonkar, Parul University, Vadodara, anant.deogaonkar@gmail.com*

*Bijal Zaveri, Parul University, bijal.zaveri@paruluniversity.ac.in*

*Chandan Vichoray, Shri Ramdeobaba College Of Engineering And Management, deogaonkar1@rknc.edu*

People are intellectual assets and the success of any organization depends largely on how the people are valued. Performance management system is the very manifestation of the effective intellectual asset management in the organization. The purpose of this article is to understand the performance management system and its impact on the employee performance. This study is based on research data of 416 working professionals from telecommunication companies in India. We propose a three step model indicating the interrelationships of the three components of the performance management system viz. Design, Execution and Motivation. Latent factors responsible for the employee performance motivation to perform because of performance management system are identified and the model based on these factors and their relationships is established using multinomial logistics regression.

**160 Selection of the Airline Company from the Customer Perspective - Using the AHP - Analytic Hierarchy Method in the Evaluation of the Criteria**

*Layla Crist Lima, CEETEPS, laylacristlima@gmail.com*

*Lidia Felix, CEETEPS, lidiafelixv@gmail.com*

*Marcelo T Okano, CEETEPS and FGV-EAESP, marcelo.okano@cps.sp.gov.br*

In this study we will apply the AHP - Analytic Hierarchy Process method in order to evaluate five criteria that can influence the choice of an air operator from the viewpoint of the customer in Brazil. The five criteria considered by means of which due weights will be assigned and classified according to the impact on the choice of the customer will be: the tariffs applied by the airlines, the number of complaints, the average response time for complaints against companies, the number of flights cancelled and the customer satisfaction index.

**161 The Digital Transformation (DT) in the Understanding of the Users**

*Marcelo T Okano, CEETEPS and FGV-EAESP, marcelo.okano@cps.sp.gov.br*

The concept of digital transformation is reaching out to all kinds of people and organizations, but their understanding is still small. Because of this, we asked the 254 computer users what they understood of transformation and seven related dimensions.

**178 Management Role in Promoting Individual Readiness for Change**

*Tasneem Nabil, Geneva Business School, tas-j-f@hotmail.com*

*Nasreen Khan, SZABIST University, nasreen@szabist.ac.ae*

Individual Readiness for change (IRFC) is of critical concern for all organizations. Market dynamism has made change as a necessity. Very limited empirical studies are conducted in this area in the UAE. Therefore, this study aims to explore the management role in promoting IRFC in the Automotive Industry in the UAE. This study examines the level of employees' readiness using Armenaki's Perceptions Model. Data was collected using online survey from 180 full-time employees at a company with an ongoing change. The findings of the study show positive employees perceptions of IRFC. Self-efficacy was found to be the most important perception that influences IRFC in the automotive industry in the UAE. The findings of this research study provide guidelines for managers in order to increase IRFC. Techniques recommended by the researchers aim to enhance employees' perceptions towards self-efficacy, personal benefit, discrepancy, appropriateness, and principal support which in return will influence the success of the change plan.

**206** Does Demographic Factor Affect Loyalty Program: A Case of Switz Foods Pvt Ltd.  
*Arti Chandani, SIMS, Pune, arti.chandani@sims.edu*  
*Sreerupa Sukhari, Sims, Pune, sreerupa.sukhari2020@sims.edu*  
*Hirak Dasgupta, Sims, Pune, artichandani@gmail.com*

In recent times, the bakery industries are one of the major industrial contributor for stabilising and regulating economy at a global level. Having galactic potential in the bakery industry, it is very essential to acquire latest information of blooming opportunities, weaknesses of competitors and threats, most likely to influence the present performance of the company. The loyalty programmes implementation is also one of the sensational buzz in the market which helps in grabbing a large market share and customer retention. It has a strong psychological impact on customers. This paper focuses to explain the influence of Loyalty programme on repeat purchase of products by customers, in the bakery industry where 1,000 customers filled the questionnaire. The study also explores potential of loyalty programme along with awareness of loyalty programme and the entitlement of loyalty programme to customers. The researchers have used various factors such as entitlement of customers for loyalty programme, their frequency of visit along with usage of loyalty programme. The researchers have used Chi-square test to analyse the data and test hypothesis using SPSS 22 version. The specificity of study is for bakery industry in Kolkata, which could be considered as the limitations of this research work.