International Journal of Multidisciplinary Horizon

ISSN: **3049-2017**
IJMH 2026; 3(6): 09-11
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www.themultijournal.com

Received: 17-10-2026
Accepted: 02-11-2026
Publish : 04-11-2026

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A STUDY OF PERFORMANCE MANAGEMENT SYSTEM AT INFOSYS

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Abstract
Human resources refer to the Performance Management System at Infosys. It focuses on monitoring, measuring, and improving employee performance.The system aligns individual goals with organizational objectives through KPIs and targets.
Technology, analytics, dashboards, and AI support continuous performance monitoring and decision-making.Training, reskilling, upskilling, and digital learning contribute to employee development and productivity.Overall, Infosys follows a systematic and technology-enabled approach to performance management.
KEYWORD: Goalsetting, Performance Evaluation, Development , Rewards

INTRODUCTION:
Performance management system monitors the performance of employees in a consistent and measurable manner.
The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with-and contributing to- the strategies objectives of the business.

DEFINITION:
"Performance management system is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals"
_ ARMSTRONG ANDBARON (1998)

NATURE OF PERFORMANCE MANAGEMENT SYSTEM;

Planning
In the planning phase, both CPM and PPM are involved. The management team initially meets to determine the overall goals of the organization, and then the yearly or quarterly goals.
This is then shaped to the level of the employees, defining their roles and objectives. It also considers the personal development goals of each employee.

Monitoring
This phase falls under the scope of performance management and is much more effective when done regularly. Studies have shown that 63% of Gen Z employees want to receive frequent feedback from their managers rather than just an end-of-the-year review.

Reviewing
At the end of the cycle, management must evaluate performance. Were goals met? Was there a waste of the company's resources? How efficiently did employees achieve this goal? How can this process be modified for better results? Did employees deliver an outstanding performance or show leadership qualities? The reviewing phase is easier when proper monitoring takes place.

Rewarding
Without mincing words, this is a phase that must not be relegated to the backburner. It is crucial not just to the employee but also to the employer in the long run. A reward system is a strong motivator of better performance.

IMPORTANCE OF PERFORMANCE MANAGEMENT SYSTEM;

Drives financial gain
The primary aim of any organization providing goods and services is to make a profit. At the end of the day, employees must be paid, shareholders rewarded for their investment, and opportunities for expansion realized.

Drivers of financial gain are the core operational, strategic, or investment activities that directly increase revenue, asset value, or net income.

Encourages and motivates employees via recognition and rewards

A key benefit of performance management it that it arouses the employees' desire to do more.

From C-level executives, through middle management, individual contributors, and support staff, everybody has a need to be recognized for their value. When this is done, employees are spurred on to do more.

Increases employee engagement and productivity

The importance of a performance management system lies in that it enhances engagement and productivity in employees. What does this mean? Engagement in this context refers to how much the employee interacts with the company and its structures.

TYPES OF PERFORMANCE MANAGEMENT SYSTEM;

Forced distribution

The ratings of employees in a particular group are dispersed along a bell curve, with the supervisor allocating a certain percentage of the ratings within the group to each performance level on the scale.

360-degree feedback

This process collects information from the employee's supervisor, colleagues and subordinates about an individual's work-related behavior and its impact.

Competency-based

This type of system focuses on performance as measured against specified competencies (as opposed to specific tasks or behaviors) that are identified for each position.

Management by objectives

Management by objectives (MBO) is a type of performance management process through which goals are set collaboratively for the organization, various departments and each individual member.

Graphic rating scales

Graphic rating scale (GRS) appraisals list several factors, including general behavior and characteristics on which a supervisor rates an employee. The rating is usually based on a scale of three to five gradations.

This type of system allows the rate to determine the performance of an employee along a continuum.

COMPANY PROFILE;

Attribute	Details
Company Name	Infosys Limited
Headquarters	Bengaluru, Karnataka, India
Founded	2 July 1981, Pune, India
Founders	N. R. Narayana Murthy, Nandan Nilekani, Kris Gopalakrishnan, S. D. Shibulal, K. Dinesh, N. S. Raghavan, Ashok Arora
Former Names	Infosys Consultants (1981–1992), Infosys Technologies (1992–2011)
Type	Public
Stock Listings	BSE: 500209, NSE: INFY, NYSE: INFY
ISIN	INE009A01021
Indices	BSE SENSEX, NSE NIFTY 50 constituent
Industry	Information Technology, Consulting, Outsourcing
Area Served	Worldwide
Key People	Nandan Nilekani (Chairman), Salil Parekh (MD & CEO)
Products	Finacle, Panaya
Revenue (2026)	₹181,638 crore (US$19 billion)
Operating Income (2026)	₹42,280 crore (US$4.4 billion)
Net Income (2026)	₹29,474 crore (US$3.1 billion)
Total Assets (2026)	₹154,288 crore (US$16 billion)
Total Equity (2026)	₹92,852 crore (US$9.6 billion)
Employees (2026)	328,594 (March 2026)
Divisions	Infosys Consulting, Infosys BPM, EdgeVerve Systems
Website	https://www.infosys.com
Shareholding Pattern	Promoters: 4.61%, FII: 32.74%, DII: 37.59%, Public: 14.81%, Others: 0.25%
Leadership Timeline	N. R. Narayana Murthy (1981–2002), Nandan Nilekani (2002–2007), Kris Gopalakrishnan (2007–2011), S. D. Shibulal (2011–2014), Vishal Sikka (2014–2017), U. B. Pravin Rao (Interim, 2017), Salil Parekh (2018–Present)
Vision	"To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people."
Mission	"To achieve our objectives in an environment of fairness, honesty, and courtesy towards our clients, employees, vendors and society."

REVIEW OF LITERATURE;

Fletcher (2001);Explained that performance management is a broader HR process involving goal setting, communication, feedback and employee development rather than only performance appraisal.

Denisi (2000);Highlighted the importance of performance feedback in helping employees identify areas for improvement and enhance future performance.

Armstrong (2006):Stated that performance management is a systematic HR process for improving individual and team performance while supporting organisational objectives.

Pulakos (2004);Emphasized continuous performance management, regular feedback, effective communication and employee development.

Buchner (2007):Suggested that PMS should connect employee performance with organisational strategy through clear objectives and performance measures.

Aguinis& Pierce (2008);Highlighted the role of performance management in employee development, strategic alignment, communication and continuous feedback.

RESEARCH METHODOLOGY;

Research Design;

The research design adopted for this study is a descriptive research design. It helps to understand and analyse the performance management system followed by Infosys. The study focuses on employee performance evaluation, goal setting, feedback, training and development, and performance improvement. It also examines how the performance management system contributes to employee productivity and organizational growth.

Nature of the study;

The nature of the study is descriptive and analytical. It describes the performance management practices followed by Infosys and analyses their role in improving employee efficiency and organizational performance. The study focuses on performance appraisal, employee satisfaction, skill development, communication, and the achievement of organizational objectives.

Source of Data;

Primary data refers to the information collected directly from respondents for the purpose of the study. For this research, primary data can be collected from employees of Infosys through a structured questionnaire and personal interviews.

The questionnaire may include questions about performance appraisal methods, feedback systems, goal setting, training opportunities, employee satisfaction, and the effectiveness of the performance management system.

Objective of the study;

The main objective of the study is to analyse the performance management system at Infosys,

- To study the performance management system followed by Infosys.
- To understand the performance appraisal methods adopted by the organization.
- To analyse the role of performance management in improving employee productivity.
- To examine employee satisfaction with the performance evaluation process.
- To study the importance of feedback and goal setting in employee performance.
- To identify the role of training and development in improving employee skills.

RESULT;

The study on the Performance Management System at Infosys helps to understand the methods adopted by the organization to evaluate and improve employee perfo-rmance. The results of the study are presented below:

1. The study reveals that the performance management system helps Infosys evaluate employee performance and identify areas for improvement.
2. Performance appraisal methods help assess employees' work efficiency, achievements, strengths, and weakn-esses.
3. Goal setting helps employees understand their responsi-bilities and work towards achieving organizational objectives.
4. Regular feedback helps employees identify their performance gaps and improve their work efficiency.
5. Training and development programmes help employees improve their skills, knowledge, and professional abilities.
6. An effective performance management system can contribute to employee productivity and overall organiza-tional growth.
7. Employee satisfaction with the performance evaluation process depends on factors such as fairness, transpa-rency, communication, and recognition.
8. Performance management encourages communication between managers and employees and helps identify opportunities for professional development.

CONCLUSION:

Infosys refer to the Performance Management System at that the organization follows a systematic, technology-enabled and strategic approach to managing performance. The system effectively aligns individual employee goals with organizational objectives through KPIs, targets, continuous monitoring and performance analysis. The use of digital platforms, dashboards, automation and AI-driven tools supports timely decision-making, identifies perfor-mance gaps and improves workforce productivity. The study also highlights the importance of training, reskilling, upskilling, digital learning and career development in improving employee capabilities and maintaining a continuous learning culture.

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