

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**OBJECTIVES**

**HYPOTHESES**

**RESEARCH METHODOLOGY**

**RESULTS & DISCUSSION**

**FINDINGS**

**RECOMMENDATIONS/SUGGESTIONS**

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## EMPLOYEE PERFORMANCE APPRAISAL IN CEMENT INDUSTRY: A CASE STUDY OF ACC LIMITED, WADI, GULBARGA DISTRICT

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### ABSTRACT

Every organisation is having an objective towards optimum performance and the employees are the key in achieving that. It is necessary that the employee's performance should reach optimality for the success of the organisation. Performance appraisal is one of the most complex and controversial human resource techniques. As far as appraisal is concerned, both organisation and employees have their own viewpoint. From the employee viewpoint, he comes to know the organisation's expectations, his past performance, ways to improve the current performance and even gets reward or recognition of his good work. Looking from the organisation's side one of the most important reasons for having a system of performance appraisal is to establish and uphold the principle of accountability. The present paper focuses on importance of employee performance appraisal. An attempt has been made to study the methods of performance appraisal used in sample unit. Last part of the paper reveals the suggestions.

### KEYWORDS

Performance appraisal, accountability, behaviorally anchored rating, evaluation.

### INTRODUCTION

Indian Cement industry is currently ranked second in the world behind China. Cement industry in India is on a roll at the moment driven by a booming real estate sector, global demand and increased activity in infrastructure development such as state and national highways. Production capacity has gone up and top cement companies of the world are trying to enter the Indian market. As various infrastructure projects road network and housing project are coming up many of which are backed by the government. The Indian cement industry is truly big in size and hence accommodates a number of cement companies in the market.

Human Resource Development is the basis of success of any organisation. HRD helps to enhance employee's effectiveness and helps to achieve organisational goals. Performance appraisal can be defined as "the process of evaluating the performance of an employee and communicating the result of the evaluation to him for the purpose of rewarding and developing the employee". Performance appraisal in the real sense can be carried out only when the employees are provided with the required amount of training. Every organisation now-a-days is using various methods for appraising the performance of the employees, so that the real potential of the human asset can be known and utilized in proper way. Performance appraisal not only evaluates the work done by the employees but also tries to boost the morale and motivate them to do their best.

### PROFILE OF ACC LIMITED

The ACC story begins in 1936, when ten existing cement companies came together under one Umbrella in a historic merger. The history of ACC spans a wide canvas beginning with the lonely struggle of its pioneer F.E. Dinshaw and other Indian entrepreneurs like him who founded the Indian Cement Industry. Their efforts to face competition for survival in a small but aggressive market mingled with the stirring of a country's nationalist pride that touched all walks of life including trade, commerce and business.

The first success came in a move towards co-operation in the country's young cement industry and culminated in the historic merger of ten companies to form a cement giant. These companies belonged to four prominent business groups – Tatas, Khataus, Killick Nixon and F.E. Dinshaw groups – ACC was formally established on August 1, 1936.

### WADI CEMENT WORKS, GULBARGA, KARNATAKA

The Wadi cement works of ACC was set up in the year 1968 with an, installed capacity of 4.0 Lakhs tones per annum of ordinary Portland cement clinker, subsequently the capacity was enhanced in two phases to 20.0 lakhs tones per annum. The current capacity after the commissioning of new plant is 40.0 Lakhs tones per annum. The factory is situated at the South-central part of the country in the state of Karnataka Wadi station is about 1.0 Kilometer from the plant site.

### OBJECTIVES OF THE STUDY

1. To examine the importance of performance appraisal.
2. To study the methods of performance appraisal used in sample unit.
3. To analyse and interpret data.
4. To offer suitable suggestions in the light of the findings.

### METHODOLOGY

The present study is based on primary and secondary data. Primary data was collected through well structured questionnaire and secondary data was collected from company's website.

**IMPORTANCE OF PERFORMANCE APPRAISAL****1) PERFORMANCE FEEDBACK**

Most employees are very interested in knowing how well they are doing at present and how they can do better in future. They want this information to improve their performance in order to get promotions and merit pay. Proper performance feedback can improve the employee's future performance. It also gives him satisfaction and motivation.

**2) EMPLOYEE TRAINING AND DEVELOPMENT DECISION:**

Performance appraisal information is used to find out whether an employee requires additional training and development. Deficiencies in performance may be due to inadequate knowledge or skills. If the performance appraisal results show that he can perform well in a higher position, then he is given training for the higher level position.

**3) VALIDATION OF SELECTION PROCESS**

Performance appraisal is a means of validating both internal (promotions and transfers) and external (hiring new employees from outside) sources.

**4) PROMOTIONS**

Performance appraisal is a way of finding out which employee should be given a promotion, past appraisals, together with other background data, will enable management to select proper persons for promotion.

**5) TRANSFERS**

Performance appraisal is also useful for taking transfer decisions. Transfers often involve changes in job responsibilities such identification of employees who can be transferred is possible through the performance appraisal.

**6) COMPENSATION DECISION**

Performance appraisal can be used to compensate the employees by increasing their pay and other incentives. The better performance is rewarded with merit pay.

**7) LAY OFF DECISIONS**

Performance appraisal is a good way of taking lay off decisions. Employees may be asked to lay off, if the need arises. The weakest performers are the first to be laid off.

**8) HUMAN RESOURCE PLANNING (HRP)**

The appraisal process helps in human resource planning (HRP). Accurate and current appraisal data regarding certain employees helps the management in taking decisions for future employment.

**METHODS OF PERFORMANCE APPRAISAL USED**

TRADITIONAL METHODS		MODERN METHODS	
1.	Performance appraisal Assessment / Self Appraisal	1.	Management by Objectives
2.	Ranking Method	2.	Behaviorally anchored Rating Scale
3.	Rating scale method		
4.	Critical incident method		
5.	Checklist method		

Source: Information collected from company's records.

Following are some of the most commonly used traditional methods:

- Performance Appraisal Assessment / Self Assessment Method:** The assessment can be accomplished by an individual or by a combination of the immediate superior, other managers acquainted with the assessee's work, a higher level manager, a personnel officer, the assessee himself, and the assessee's subordinates. Therefore, it is a regular part of the company's evaluation process.
- Ranking Method:** Ranking method which is commonly used in the unit straight ranking method. Simply ranks the person from the 'most valuable' to the 'least valuable' and is the simplest method of separating the most efficient from the least efficient.
- Rating Scale Method:** Ratings are of two types;
  - Graphic rating method aimed at evaluation of personality and qualities of an employee, those are useful for his performance at job. Qualities based on personality characteristics include leadership, industriousness, attitude, creativity, loyalty etc. Whereas other qualities include target, responsibility, quality of worklife, achievement etc.,
  - Second is the Discrete Scale which provides two or more categories in which the rater tick mark the best performer and describes the person being rated. As such scale like good, average, poor and others.
- Critical Incident Method:** With the critical incident method, the supervisor maintains a record or log of positive and negative of uncommonly incidents of an employee's work related behavior and reviewing it with the employee at predetermined times. It provides actual examples of good and poor performance of the employees.
- Checklist Method:** Under this method a list of statement describing the job related behavior of the employees is given to the evaluation by the subordinate. If the evaluation perceives that the employees possesses a particular trait, the statement is checked and hence, then submitted to the Human Resource Department, where counting of the checks is carried out and performance is assessed.

**MODERN METHODS OF PERFORMANCE APPRAISAL**

Modern methods are developed by Peter Drucker

- Management by Objectives:** As per George Oriorne, the author of the first book with the title management by objectives and the man who popularized MBO in USA, says "MBO is a system, wherein the superior and the subordinate manager of an organisation jointly define its common goals, define each individual's major areas of responsibility in terms of the result expected of him and use these measures as guides for operating the unit and assessing the contribution of each of its members".
- BARs / Behaviourally Anchored Rating Scale:** This rating scale is prepared by identifying effective as well as ineffective critical area of performance behaviour for getting result and identifies such critical area in knowledge, judgement, human relation, skill organisational, skill of monetary transaction and observational ability.

**DATA ANALYSIS AND INTERPRETATION**

TABLE-1: THE TABLE SHOWING AGE-WISE DISTRIBUTION OF RESPONDENTS IN ACC LIMITED CEMENT UNIT

Age Group	No. of Respondents	Percentage
18-30	08	16
31-40	14	28
41-50	18	36
50 and Above	10	20
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey



The above table highlights the different group of the sample respondents of which 16% of respondents fall in the age group of 18-30, 28% of respondents fall in the age group of 31-40, 36% of respondents fall in the age group of 41-50 and further 20% of the respondents fall in the age group of 50 and above.

**TABLE-2: THE TABLE REPRESENTS THE CLASSIFICATION OF RESPONDENTS ACCORDING TO EDUCATIONAL STATUS**

Educational Status	No. of Respondents	Percentage
Upto Matric	23	46
Under Graduate	12	24
Graduate	05	10
Post-Graduate	02	04
Professional	08	16
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey

Table-2 illustrates the educational status of the sample respondents working in ACC Limited Cement Unit, out of 50 respondents, 46% of the respondents have completed matric and 24% have completed their under-graduation, 10% of respondents have completed Graduate and 04% of respondents have completed Post-graduation and rest 16% of respondents have obtained professional qualification like I.T.I., diploma and so on.

**TABLE-3: TABLE SHOWING THE CLASSIFICATION OF RESPONDENTS ACCORDING TO LENGTH OF SERVICE**

Service (In year)	No. of Respondents	Percentage
Below – 5	10	20
6-10	02	04
11-15	06	12
16 and Above	32	64
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey

The above table portrays the respondents length of service 20% of respondents were having an experience below 5 years, a very least number i.e., only 4% of respondents are having a service period from 6-10 years, another 12% of respondents fall in the service of 11-15, 64% of respondents were belonging to 16 and above years of experience.

Thus, it is clear from the above table majority of respondents fall in the service of 16 and above years and they are well experienced which ultimately effects in good production.

**TABLE-4: TABLE SHOWING THE NATURE OF SERVICE OF THE RESPONDENTS IN THE COMPANY**

Nature of Service	No. of Respondents	Percentage
Permanent	47	94
Temporary	03	06
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey

The above table indicates the nature of service of the respondents working in ACC Company, 94% of respondents are permanent and remaining 6% of the respondents are working as a temporary or casual labour. Thus, from the above table it is concluded that the majority of the respondents are working as a permanent employee.

**TABLE-5: TABLE SHOWING PERFORMANCE APPRAISAL METHOD**

Performance appraisal methods	No. of Respondents	Percentage
Self Assessment Method	12	24
Management by Objectives	06	12
Graphic Rating Scales	10	20
Ranking Method	15	30
Other	07	14
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey

The above table shows the different performance appraisal methods used. The table clears that self assessment method and ranking method are more regularly used. Whereas, graphic rating scales and management by objectives are the methods which are less used. Hence, to look over the performance of the employees other methods are also used such as behaviourally anchored rating scale, critical incidental method etc. It means that performance appraisal done on regular basis by using different method. This helps the employees to know where they are lagging behind and the kind of knowledge they further need.

## SUGGESTIONS

1. Efficient personnel should be selected to appraise performance of the employees and they should be given sufficient training in the methods of appraisal. It is therefore, suggested that the performance of the man should be appraised by two or more persons in order to have objective result.
2. The feedback must be given to the employees at the earliest possible time, so that the employees can overcome the weaknesses and grow with the strength.
3. It has been suggested that behavioural training programme should also be conducted on regular basis. Because knowledge is not enough, behaviour at the work is also a base to mark the performance of employees.
4. Methods of helping poor performers to improve upon their performance, such as counselling and change of role as well as transfer should be put in place or strengthened, if in existence already.

## CONCLUSION

Performance appraisal provides opportunities to develop one's self-awareness, self-exploration and self growth. Participating performance appraisal is an essential component of a fair and ethical evaluation of an employee's performance.

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