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A CASE STUDY ON THE GAPS BETWEEN EXPECTATIONS AND EXPERIENCES OF THE EMPLOYEES IN APHDC LTD ON 'PERFORMANCE APPRAISAL'

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ABSTRACT

The efforts of employees can determine the success and survival of an organization, and appraisal is potentially one way in which those efforts can be aligned with the aims of an organization, employees can be motivated and their performance managed. Performance appraisal is among the most important human resource (HR) practices. Performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. The objective of the study is to assess the gap between expectations and experiences of the employees of APHDC Ltd on "Performance Appraisal System". Research designs are purely and simply frame works of plans for a study that guides the collection and analysis of data. There are 2 types of data. They are primary and secondary data. Primary data is collected by means of questionnaire. The sampling size for the survey was 100 samples. Sampling location is Hyderabad. In the research, it is found that the employees are not fully satisfied with the present appraisal system. They proposed for certain changes like consideration of seniority and merit rating scale.

KEYWORDS

Expectations, Employees, Experiences, Merit rating Scale, Performance Appraisal and Seniority.

1. INTRODUCTION

Performance appraisal has been considered as a most significant and indispensable tool for an organization for the information it provides is highly useful in making decisions regarding various personal aspect such as promotions and merit increases. If valid performance data are available, it is possible for the researcher to understand the other areas of personal management like promotions and compensation policies.

Andhra Pradesh has a rich tradition of handloom textile which has attracted attention from both within and outside the country. By carefully assimilating some of the best features of wearing styles and techniques without sacrificing on the originality, and showing high degree of flexibility to change, the emerged as a potent source of some of most unique products made in the country.

The world famous tie and dye cloth with its more recent innovation in furnishing fabrics, the well known brocade and skills saris of Kothakota and Gadwall, the famous Narayanpet saris and super fine Venkatagiri saris, besides Podur Khadi are among the better known handloom textiles from the state.

Lepakshi the well known temple town in Andhra Pradesh is a repository of stone sculpture and frescoes of high attained during the Vijayanagar a period. Lepakshi as a name has thus aptly seen chosen by the Andhra Pradesh handicrafts development corporation as a name for its marketing wing. Lepakshi serves as a vital link between the cover and buyer of the objectives of beauty and the legendary handicrafts of Andhra Pradesh. "Lepakshi" emporia have endeavored to project the artistry and elegance of Andhra Pradesh handicrafts in order to create an impact on markets within the country and abroad.

RESEARCH QUESTION

The overall purpose of this research is to assess the gap between expectations and experiences, from the staff perspective, of performance appraisal, in order to inform an improved system that will be implemented in APHDC Ltd. This first chapter provides an overview of the whole dissertation. It will give background to the research, explain exactly what the issue is that requires research, justify it, and give an overview of the methodology that will be used.

Seven objectives have been identified, and by tackling these inter-related objectives, through the linking of previous research, a detailed literature review, and new empirical research, solutions to the problem should be identified. The objectives of this research are;

1. To study the criteria or the key performance area on the basis of which A.P.H.D.C. Appraise the performance of employees.
2. The study of performance appraisal helps in research in the field of personnel management.
3. To study the appraisal method adopted in A.P.H.D.C.
4. To study A.P.H.D.C. efficiency in evaluation the performance of employees compared with other industries.
5. To suggest better ways in appraising the performance of employees in A.P.H.D.C.
6. To examine the organizations inventory of the number and quality of the workers and employees.
7. To study the factors which affect the performance appraisal i.e. environmental leadership style etc in A.P.H.D.C.

2. LITERATURE REVIEW

Wendy R. Boswelljohn W. Boudreau (2000), examined two typical performance appraisal uses: evaluative and developmental. The evaluative function includes the use of performance appraisal for salary administration, promotion decisions, retention-termination decisions, and recognition of individual performance, layoffs, and the identification of poor performance. This is similar to Ostroffs (1993) conceptualization of the administrative performance appraisal purpose. Developmental functions include the identification of individual training needs, providing performance feedback, determining transfers and assignments, and the identification of individual strengths and weaknesses.

The ultimate goal of performance appraisal should be to provide information that will best enable managers to improve employee performance. Thus, ideally, the performance appraisal provides information to help managers manage in such a way that employee performance improves (Angelo S. DeNisi and Robert D. Pritchard, 2006). Providing the employee with feedback is widely recognized as a crucial activity. Such feedback may encourage and enable self-development, and thus will be instrumental for the organization as a whole Yehuda Baruch (1996). Larson (1984) supports the importance of evaluations in terms of their effect on organizational effectiveness, stating that feedback is a critical portion of an organization's control system.

D'souza in his study evaluated the performance of Public sector, private sector and foreign banks during the period 1991 to 1999-2000. The efficiency of the banking system was measured in terms of spread/working funds ratio and turnover / employees ratio. With reference to the spread working funds ratio, the efficiency of the commercial banks as a whole has declined in the post-reform period. The Public Sector Banks' have been responsible for this decline in efficiency, as the efficiency of the private and foreign banks has improved over the course of 1990s. Through the turnover/employee ratio has risen in the public sector banks, the turnover per employee in the private and foreign banks doubled relative to the ratio for public sector banks during this decade. However, the

analysis revealed that the profitability of the public sector banks in late nineties improved relatively to that of private and foreign bank D'souza in his study evaluated the performance of Public sector, private sector and foreign banks during the period 1991 to 1999-2000. The efficiency of the banking system was measured in terms of spread/working funds ratio and turnover / employees ratio.

Williams (2002) also indicates that performance management is difficult to define. This suggests a lack of understanding of performance measure issues from those who are subject to the processes, and this will be explored later. During research for this project, over 30 definitions of performance management were uncovered. Most adopted a common strand along the lines of the definition provided by Armstrong (2000) who writes "performance management is a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them, and by developing the capabilities of individuals and teams".

3. RESEARCH METHODOLOGY

The primary aim of the present study is to examine the performance evaluation of the workers and employees working in A.P.H.D.C. The study has been conducted in A.P.H.D.C. Musheerabad. This study explains the selection of area of the study, universe, sampling procedure, the various methods of data collection and the analysis of data.

UNIVERSE AND SAMPLING

There are many people working in A.P.H.D.C., Musheerabad. There are many departments such as Marketing, Human Resource, and Finance. The researcher is supposed to take minimum twenty respondents. Keeping this in view, twenty five respondents were being selected by using the simple random sampling method.

METHODS OF DATA COLLECTION

In this study observation and interview schedule methods were used for the collection of primary data. A structured interview schedule was constructed and administered to the workers and employees in person by the researcher at their work place to obtain primary information. Based on the review of literature discussion with the workers and the authorities of the A.P.H.D.C. a draft schedule was prepared. After pre-testing, it was edited, modified and finalized

The interview schedule was designed to elicit the following information from the respondents. The first part of the interview schedule is framed to elicit information with regard to socio-economic background of the persons such as age, sex, educational qualification, years of experience, designation of job, department of work etc. the second part of interview schedule is framed to elicit the information with regard to working environment. The third part of the interview schedule is framed to elicit the information about the goals, key performance areas of work, fulfillment of targets etc. The fourth part of the interview schedule is framed to elicit the information with regard to training and incentives. The last part is framed to elicit the information with regard to the internal feelings about the evaluation of the work and supervisory style in the organization

SAMPLE DESIGN

Random sampling technique has been used for the collection of information, a sample of 100 employees have been selected from supervisors and manager level employees from different departments.

4. OPINION ON GAP BETWEEN EXPECTATIONS & EXPERIENCES OF EMPLOYEES OF APHDC LTD ON 'PERFORMANCE APPRAISAL'

After the data collection, the processing of the data was done manually. The information collected were meaningfully coded and transferred on to the code sheet. The code sheets were then used to process the data and to draw the frequency tables. Further the data has been analyzed through simple tabulation. The deficiencies in the study were fulfilled by observational facts.

Q. No	Statement	Opinion of the Respondents
1	Age wise distribution of Workers	80% of the respondents belong to the group of 41 to 50 years.
2	Sex wise distribution of workers.	90% of the respondents are males. There are only 10% of female respondents.
3	Educational qualification of employees.	80% of the respondents have completed their graduation.
4	Designation of the job	20% of the respondents belongs to Officer cadre, 30% are Executives and rest include Asst. Managers etc.
5	Department of work	25% respondents are in Administration department, 30% in Marketing, 10% from Accounts, R & D 10% Persons and remaining 25% persons are in Publicity
6	Number of years of experience	Majority of the respondents has 16 and above years of experience. The next majority of the respondents have 11 to 50 years of experience and 5-10 years experience.
7	Views of workers on working environment	27% of the respondents agreed that they have excellent and motivated working environment in the industry.
8	Increments received by respondents	All the respondents have received increment
9	Achievement of goals	90% felt that they have fully reached their goals.
10	Performance review meetings	70% employees conferred that they have review meetings between them and managers. The remaining said that they have no such meetings.
11	Performance review takes place in the organization	35% once in a month performance appraisal allows them to identify new challenges and 20% of employeewtold that every three months and remaining percentage of employees told that when ever required performance appraisal allows them to identify new challenges in highbrow.
12	Respondents opinion on performance pattern in promotion	About 45% of respondents stated that the promotions are held based on merit and 40% told based on seniority. But from the above analysis 15% respondents stated that the promotions can be held by taking the consideration of both merit and seniority.
13	Present performance appraisal system is helpful in making aware of your strengths and weaknesses	90% of the employees think that the Performance Appraisal system is helpful in making them aware of their strengths and weaknesses remaining do not think so in APHDC Ltd.
14	problems with the present performance appraisal system	About 75% of the employees in APHDC ltd feel that they do not face any problem with their present performance appraisal system, 25% of the employee feel that they are facing some problems with their present performance appraisal system.
15	Method of performance appraisal	It is clear that majority of companies use 360° Appraisal
16	satisfaction with the existing performance assessment process	Majority of the employees are satisfied with the existing assessment process.
17	Suggestions while evaluating performance of the job	60% respondents suggested that seniority should be considered while evaluating the performance of the job

5. FINDINGS

Some points are listed and found under the study in the organization which is as follows:

- 1) Majority of the respondents are is between 41 to 50 years.
- 2) In this all the respondents 171 are male and remaining female (19).

- 3) The majority of the respondents said that they have very good working environment.
- 4) The employees feel that they have very good interpersonal relations with colleagues in the Show Room.
- 5) All the employees were given on the job training to update the skills. They were given training during their absorption into the job.
- 6) Majority of the employee's works late hours if there is a need; all of them get extra amount for over time.
- 7) Bonus is given to the employees every year.
- 8) There is a system of rewards/awards for good performance of work in the industry; they are even given other type of incentives also.
- 9) The respondents told that they have informal get together and enjoy.
- 10) The education's qualification of the employees is above graduates.
- 11) The majority of the respondents have 16 and above years in the Show Room.
- 12) There are various departments namely Administrative, Marketing Department, Accounts Department and Publicity etc.
- 13) There is a good amount of increments received by all the employees.
- 14) Most of the employees felt that they are in the right direction of achieving the goals in time.

6. RECOMMENDATIONS

Here are some of the recommendations that we can provide for developing an effective performance appraisal system:

1. Performance review meeting should be conducted up to date.
2. Every employee is satisfied with the present performance assessment system. But some suggested little changes in the system.
3. The respondents feel that further training is necessary for their better performance.
4. Some of the respondents suggested that clear description of the job would enable them with better working environment.
5. Many of the employees felt that seniority should be considered while evaluating the work.
6. Majority of the respondents felt that quality of work should be considered while appraising the job.
7. Regular interaction/review between appraised and appraiser is required..
8. Achievements should be considered while evaluating the job.
9. Grading of jobs should be based on performance.
10. Individual skill viz., theoretical, practical, communication abilities, teamwork and achievement of goals at time should be weight while evaluating the job.
11. The management should conduct seminars, personnel and subject development programmers in analytical methods whenever necessary.
12. Evaluation of performance should be done periodically i.e., quarterly, half yearly.
13. An independent performance appraisal committee should scan the report of appraisal given by the supervisor.
14. The respondents feel that seniority should be considered to workers who are exposed to chemicals in the industry.
15. Some feel that talent should be considered rather than hard work.
16. Complexity in the nature of work should be considered while evaluating the job.
17. Few of the respondents felt that there are no boundaries for performance.
18. Mutual understanding between supervisors and staff will help in the better performance of the job.
19. Proper coordination of work by superiors will result in better performance of the job.
20. Specific guidelines are expected from superiors.
21. Some of the employees felt that friendly nature is desirable rather than commanding in certain cases in supervisory style.
22. Supervisor should give individuality in case of necessary tasks.

7. CONCLUSION

The principal purpose of an appraisal system should be to improve the employee and the organizational performance. The system must be based on a deep regard for people and recognize that employees are the most important resource. The system should first of all contribute to the satisfaction of all the employees. This tenet will require a continuous effort in counseling, coaching and honest, open communications between the employee and supervisors. The findings of this research conducted in the APHDC Ltd seem to suggest that firms interested in improving their performance through the performance appraisal systems should seek to enhance the employee satisfaction toward this appraisal system.

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