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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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WEBSITES

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PERFORMANCE APPRAISAL PROCESS AT ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION (APSRTC)

RAKHEE MAIRAL RENAPURKAR
SENIOR ASST. PROFESSOR
DEPARTMENT OF MANAGEMENT
BADRUKA COLLEGE PG CENTRE
KACHIGUDA

DR. SUDHAKAR B INGLE
ASSOCIATE PROFESSOR
R.S. MUNDLE, DHARAMPEETH ARTS & COMMERCE COLLEGE
NAGPUR

ABSTRACT

Performance Appraisal is an important element of Performance management system. It's a process which can help an organization to derive the information related to performance of its individuals, which are major contributors for the achievement of organizational goals. Thus it becomes important for an organization to focus more on the Process of Performance appraisal. It utilizes effective performance evaluation techniques to analyze employee performance. With increased competition due to liberalization and with foreign investments and multinationals being welcomed in this country there is immense pressure on the Indian organizations to perform better. This pressure is for survival in some organizations and in others to excels and expands in their own expertise. The employees are very comfortable with old technology and methods, which have yielded good results in the past. The past success combined with values, experience and loyalty to the organization prevents them to accept change, in addition to these employees, there has been an entry of new generation of employees who are already to absorb modern technology. The new generation of employees question everything and ready to run the race, in some cases they want more pay than an employee does with the similar qualification working for the past decade. The current study is been taken up to analyze the process of Appraisal system its effectiveness and how it is effecting the performance of employee through the system of feedback from the appraiser or the supervisor at Andhra Pradesh State Road Transport Corporation. A sample of 100 was taken to study the topic using a well designed questionnaire.

KEYWORDS

Performance Appraisal, Individual Development, Organizational Development.

INTRODUCTION

The process of Human Resource Development (HRD) helps the employees to acquire and/or develop technical, managerial and behavioral knowledge, skills and abilities and moulds the values, beliefs and attitudes necessary to perform present and future roles. The process of performance appraisal helps the employee and the management below to know the level of the employee's performance compared to the standard/ predetermined level.

Performance appraisal is essential to understand and improve the employee's performance through HRD. In fact, performance appraisal is the basis for HRD. It was view that performance appraisal was useful to decide upon employee promotion/transfer, salary determination and the like. But the recent developments in Human Resource Management (HRM) indicate that performance appraisal is the basis for employee development. Performance appraisal indicates the level of desired performance level, level of actual performance and the gap between these two. This gap should be bridged through Human Resource development techniques like training, executive development, etc.

In other words Performance Appraisal is a process of evaluating our employee's performance of a job in terms of it's periodically. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze the employee's achievements and evaluate his/her contribution towards the achievements of the overall individual and organizational goals. By focusing the attention on performance, Performance Appraisal goes to the heart of **personnel management** and reflects the management's interest in the progress of the employees.

Dale S. Beach defines Performance Appraisal as the system of evaluation of the individual of the organization of the individual with regard to his/her performance on the job and his/her performance on the job and his/her potential for development.

Edwin B. Flippo says that Performance Appraisal is a systematic, periodic and an impartial rating of employee's excellence in matter pertaining to his/her potential for a better job.

REVIEW OF LITERATURE

Josh Bersin in his article "Time to Scrap Performance Appraisals" discussed that employees need and want regular feedback (daily, weekly), so a once-a-year review is not only too late but it's often a surprise. Regular coaching is the key to alignment and performance. Managers cannot typically "judge" an entire year of work from an individual at one time (imagine if your spouse gave you an annual review!), so the annual review is awkward and uncomfortable for both manager and employee. Manager-employee relationships are not 1:1 like they used to be. We work with many leaders and peers during the year, so one person cannot adequately rate you without lots of peer input. While some employees are a poor fit and likely are poor performers, these issues should be addressed immediately, not at the end of the year. Some companies really do have a lot of high performers, so forced ranking eliminates great people and damages the culture. People are inspired and motivated by positive, constructive feedback – and the "appraisal" process almost always works against this. The most valuable part of an appraisal is the "development planning" conversation – what can one do to improve performance and engagement – and this is often left to a small box on the review form.

Edward E Lawler III in his article Performance Appraisals Are Dead, Long Live Performance management" opined that, Performance appraisals are one of the most frequently criticized talent management practices. The criticisms range from their being an enormous waste of time to their having a destructive impact on the relationship between managers and their subordinates.

Criticizing performance appraisals has a long history. For decades, the literature on talent management has pointed out the flaws in most performance management systems and in some cases recommended completely abandoning them. The problem with abandoning them is that they are vital to effective talent management. Imagine a company doing a good job of managing its talent without gathering information about how well individuals perform their jobs, what their skills and knowledge are, and what their responsibilities and performance goals are for the future. These types of data are simply fundamental to the effective management of the talent of any organization.

A decade ago, a study made by him on performance management in over fifty firms and found that every firm had a performance management system. In some cases they were functioning reasonably well. There were, of course, organizations that did not have an effective system and were saying that they expected to

either redesign their system or cease doing performance appraisals. The latter is what you would expect organizations to do if they followed the advice of many of the critics of performance appraisals.

In his recent study to check whether organizations are doing performance appraisals in their organization. The results of the survey of one hundred relatively large U.S. corporations provide some interesting data on whether organizations are doing performance appraisals. The bottom line is that every company responded that they do have a performance management system, and only six percent said that they are considering getting rid of performance appraisals for some or all of their employees. In short, the death of performance appraisals is not occurring and is unlikely to occur. Companies reported that on average ninety-three percent of their salaried employees receive a performance appraisal, and typically they receive at least one every year. Only one company reported that they had recently stopped doing evaluations for fifty or more of their employees. The survey did find that, on the average, companies are not more satisfied with their performance management systems than they were ten years ago. However, the vast majority, about eighty-five percent, report that their system is at least moderately effective.

The obvious conclusion is that companies will continue to do performance appraisals despite their shortcomings and despite the many criticisms of them that appear in the management literature. In my opinion, organizations have no choice. Instead of wasting our time debating whether to eliminate performance appraisals, we should be talking about how to make them more effective. The key is to make them part of a complete performance management system, which includes goal setting, development, compensation actions, performance feedback and a goals-based appraisal of performance.

NEED AND IMPORTANCE OF THE STUDY

The study is been taken up to check and measure the satisfaction level of the employees from the present appraisal system. How the process provides information about the performance (ranks) based on which decision regarding salary fixation, confirmation, transfer and demotion are taken. How they convey the feedback about the level of achievement and behaviour of subordinate, which can helps to review the performance of the subordinate, rectifying deficiencies and to set new standards of work, if necessary.

OBJECTIVES OF THE STUDY

- To study the performance appraisal system followed in the organization
- To study the performance appraisal practices and to identify the important aspects influencing the performance of the employees and whether they are satisfied by performance appraisal system.
- To examine how the performance appraisal system is helpful for an individual.
- To know whether the employees are getting adequate feedback and support from their superiors.

LIMITATIONS OF THE STUDY

- As the employees of the organization were busy with their work schedule, it was difficult to collect detailed data
- Time was the major constraint to collect the data in detail.
- Survey was done with the sample size of 100, as the employees of the company work in shifts and as they are busy with their schedule
- Some were unable to understand the language in the questionnaire so they felt it difficult to answer.

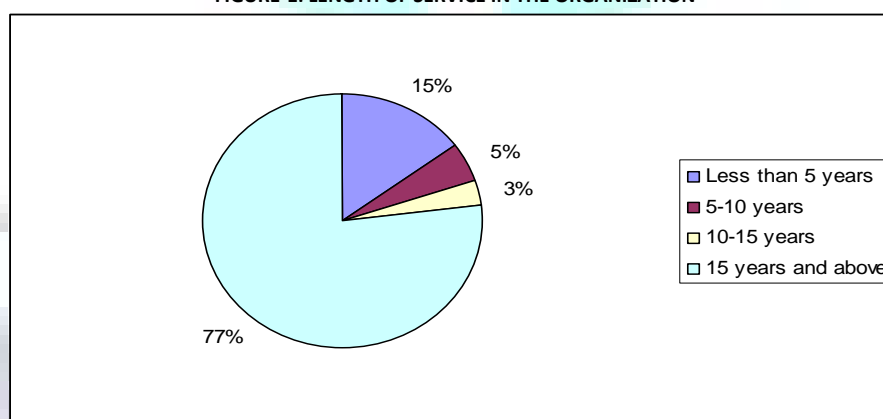
RESEARCH METHODOLOGY

The study tries to analyze the effect of various factors on the process of performance appraisal. Studies of this sort with scientific analysis in remaining aspects of HRD will certainly help the overall performance enhancement, which can be helpful to increase the productivity of the organization. Source of data is both primary and secondary data which were gathered and utilized for the study of performance appraisal system. To elicit the primary data for proposed study a well designed Questionnaire is used for respondents to strengthen the information. Secondary data is collected through books, APSRTC personnel manual, APSRTC website and performance appraisal forms of APSRTC, internet information and company reports and documents. A sample of size 100 is utilised for the study.

DATA ANALYSIS

1. Since how long have you been working in this organization?

FIGURE-1: LENGTH OF SERVICE IN THE ORGANIZATION

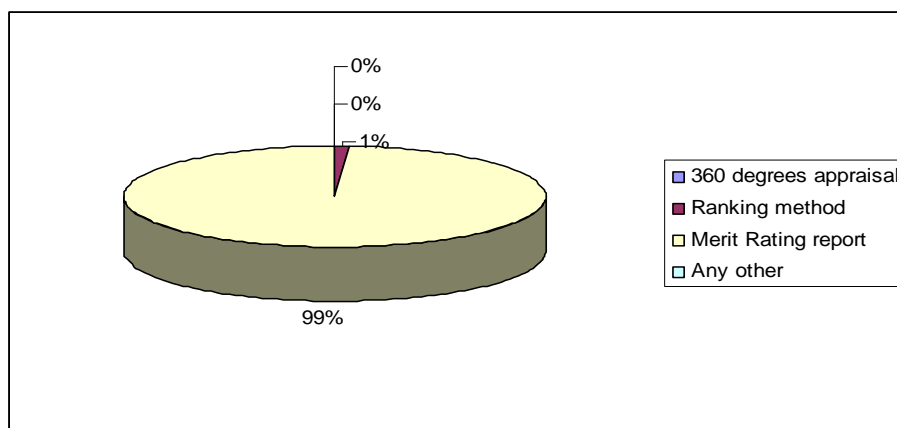


INTERPRETATION

From the above figure it is observed that 15% of employees are working with the organization for less than 5 years, where as 5% employees for 5-10 years and 3% for 10-15 years and others for more than 15 years.

2. Which method of performance appraisal system your organization is following?

FIGURE-2: PERFORMANCE APPRAISAL METHOD

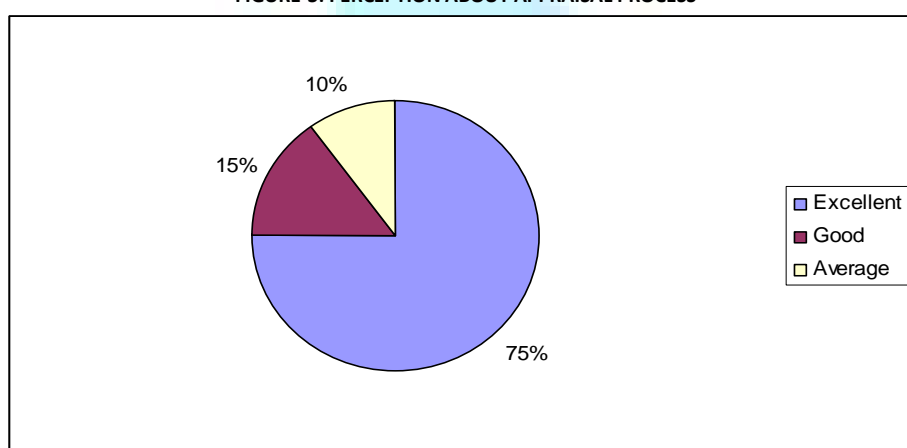


INTERPRETATION

From the above figure it is observed that 98% of the employees stated that their organization follows Merit Rating report and 1% mentioned that ranking method is adopted.

3. How do you feel about the appraisal system which is being followed?

FIGURE-3: PERCEPTION ABOUT APPRAISAL PROCESS

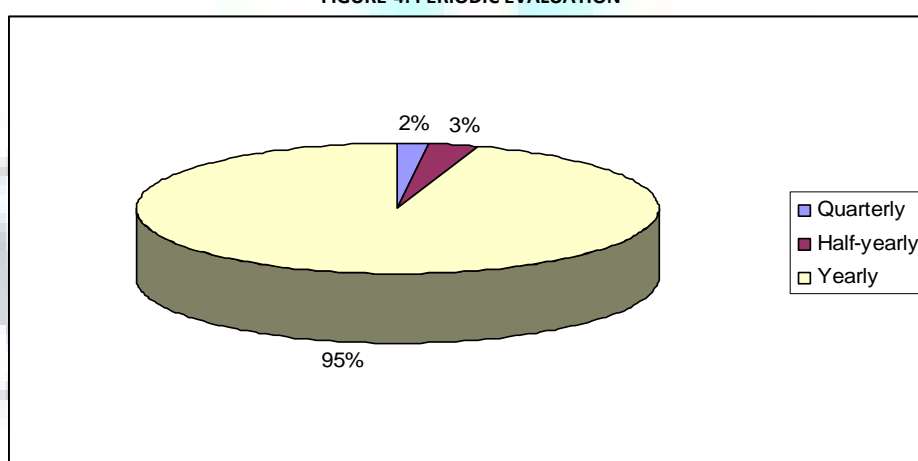


INTERPRETATION

From the above figure it is observed that 75% of employees feel that the performance appraisal system followed in their organization is excellent and 15% feel that it is good and 10% as average.

4. Performance appraisal is evaluated for every?

FIGURE-4: PERIODIC EVALUATION

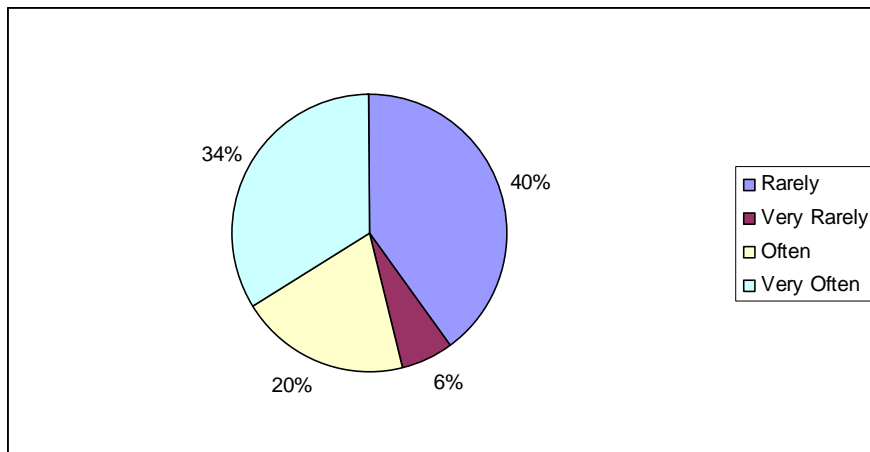


INTERPRETATION

From the above figure it observed that 95% of employees responded that their performance is evaluated Yearly, 3% as Half-yearly and 2% as Quarterly.

5. Do you feel this performance appraisal system will provide an opportunity to express your job related issues?

FIGURE-5: PERFORMANCE APPRAISAL SYSTEM AS AN OPPORTUNITY TO EXPRESS JOB RELATED ISSUES

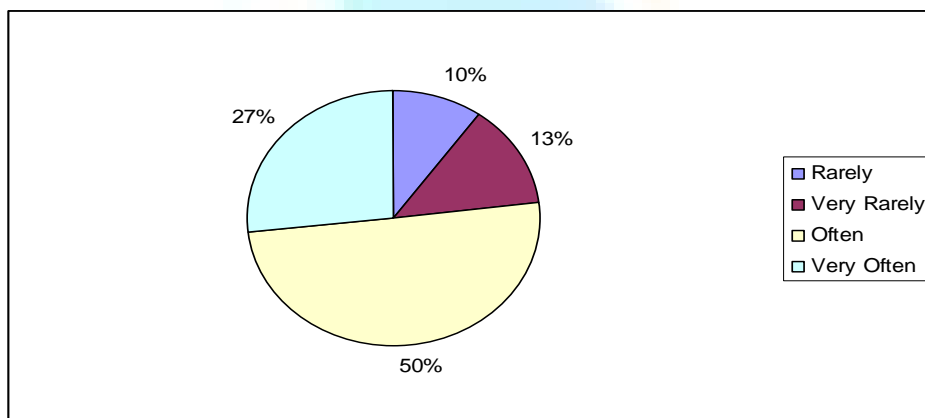


INTERPRETATION

From the above figure it is observed that 40% of the employees feel that the performance appraisal system followed in their organization rarely provides an opportunity to express their job related issues, 6% expressed as it is very rarely, 20% as often and 34% as very often. Hence we come to know that some employees feel that they are expressing their job related issues while some are not.

6. Do you get any guidance from your superiors for your growth in the organization?

FIGURE-6: SUPERIORS GUIDANCE FOR GROWTH

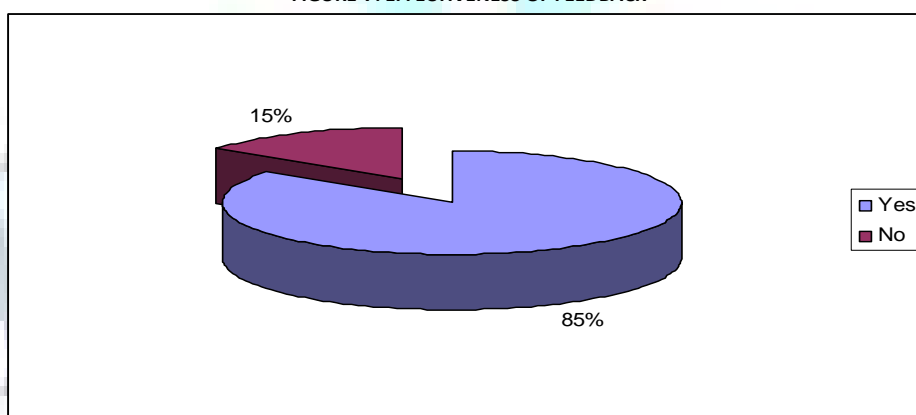


INTERPRETATION

50% of the employees responded as they are being guided often by their superiors for their growth in the organization, 27% feel often and 10% of employees feel rarely and 13% feel very rarely. Thus it means that the superiors were providing guidance for the growth of their subordinates in APSRTC.

7. Do you feel the feedback given by them is effective?

FIGURE-7: EFFECTIVENESS OF FEEDBACK

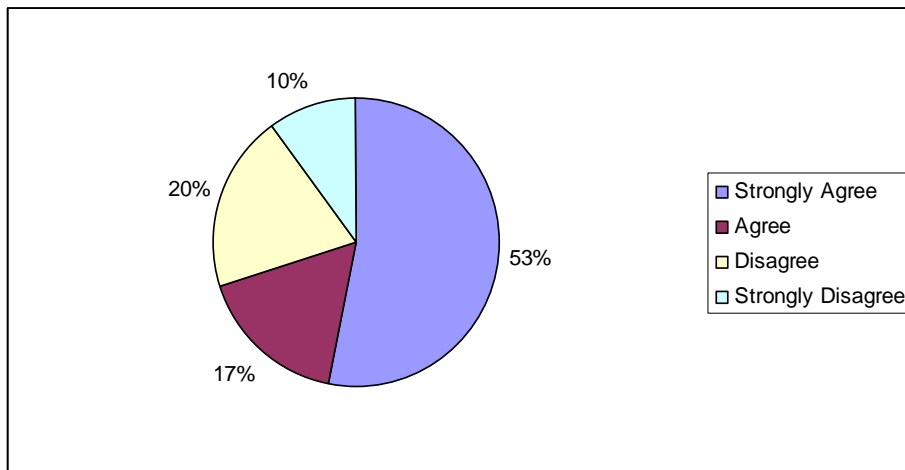


INTERPRETATION

From above chart 85% of employees feel that the feedback given by the organization is effective and rest feels its not effective. So we can understand that the feedback given is effective and is related to their performances in APSRTC.

8. Do you think performance appraisal is beneficial for organization development and individual development?

FIGURE-8: PERFORMANCE APPRAISAL HELPFUL IN INDIVIDUAL AND ORGANIZATIONAL DEVELOPMENT

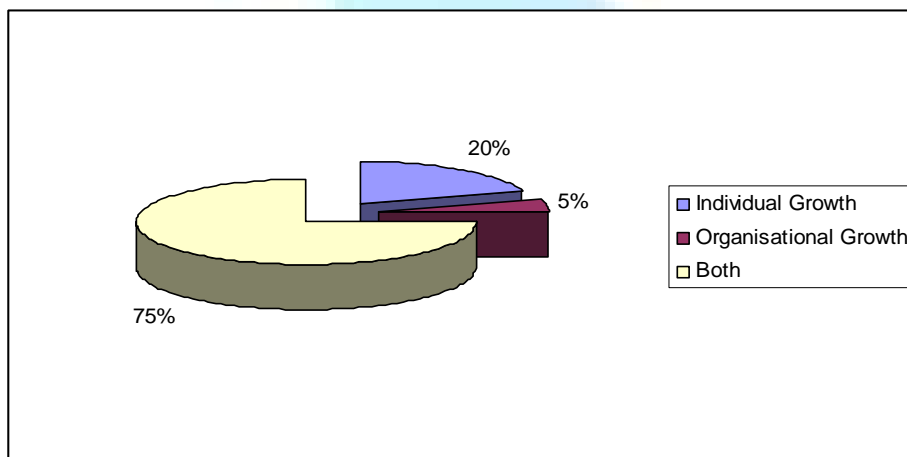


INTERPRETATION

53% of the employees strongly agree that the performance appraisal is beneficial for organization development and individual development and 17% agree, 20% disagree and 10% strongly disagree with the statement. So most of the employees accept that performance appraisal is beneficial for both individual and organization development.

9. In your opinion, what is the major criterion based on which performance appraisal should be done?

FIGURE-9: CRITERIA FOR PERFORMANCE APPRAISAL

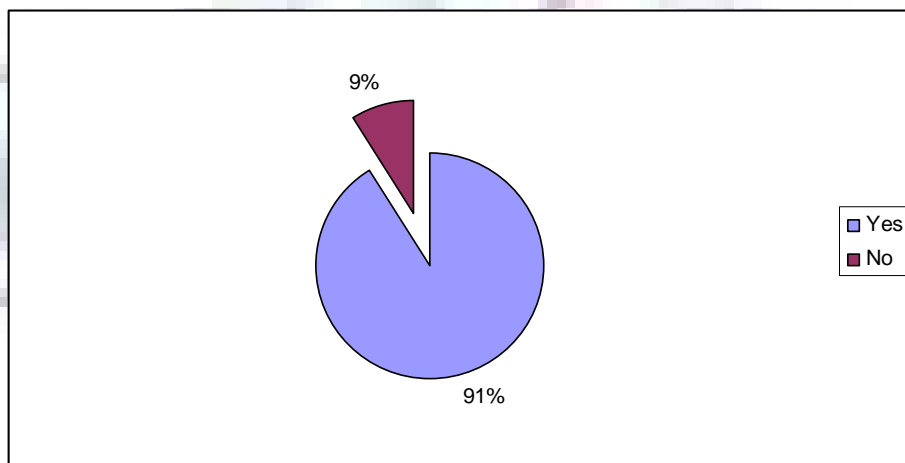


INTERPRETATION

Most of the employees want the criterion of performance appraisal to be based on both individual and organizational growth. 75% employees like it to be based on both and 20% of employees on individual growth only and 5% on organizational growth.

10. Do you think performance appraisal will help in improving the effectiveness of the employee?

FIGURE-10: PERFORMANCE APPRAISAL HELPFUL IN IMPROVING EMPLOYEE EFFECTIVENESS

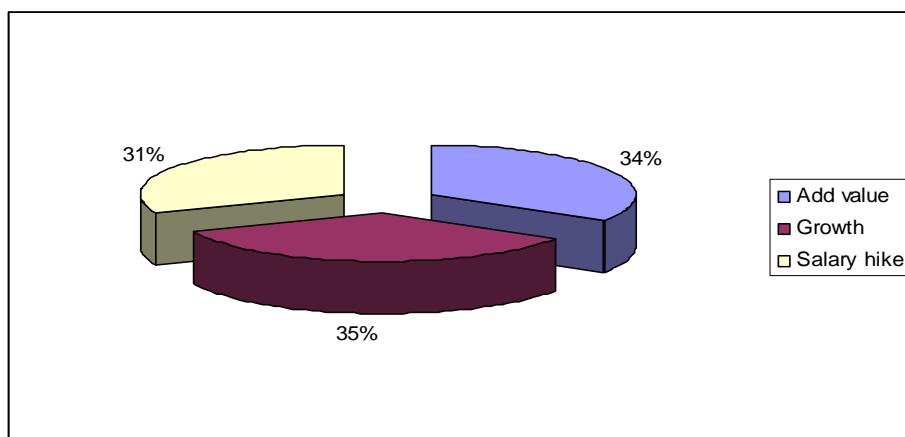


INTERPRETATION

91% of the employees think that the performance appraisal will help in improving the effectiveness of the employees and 9% feel it will not.

11. What is your personal opinion on performance appraisal?

FIGURE-11: PERSONAL OPINION ON PERFORMANCE APPRAISAL

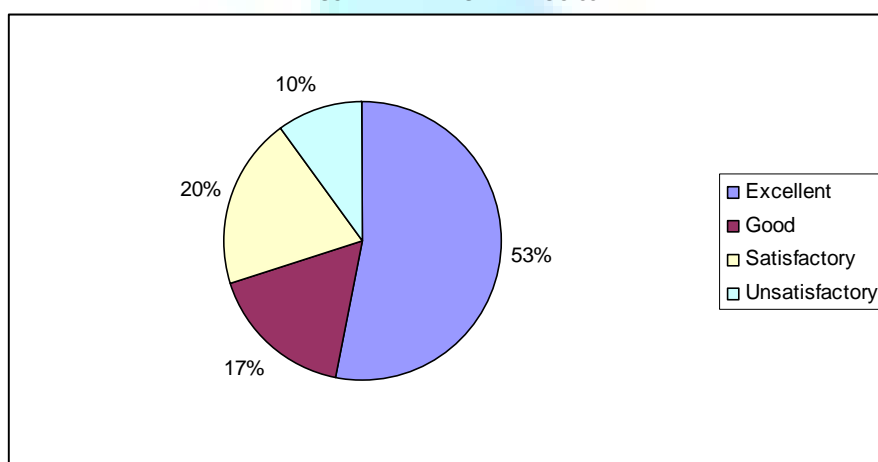


INTERPRETATION

From the above figure we understand that the personal opinion of 31% of employees about performance appraisal is that it hikes the salary and 35% feel it is for growth and 34% feels it adds value.

12. How would you rate performance appraisal system at your organization?

FIGURE-12: RATING THE PROCESS

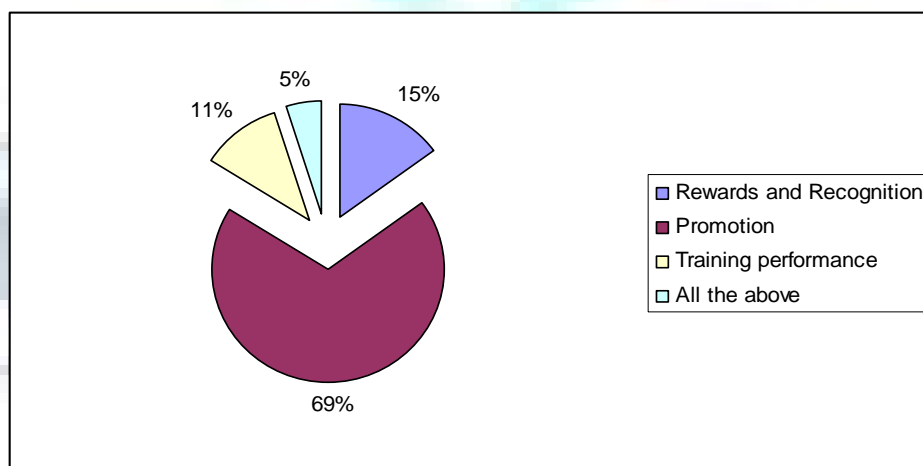


INTERPRETATION

From the above figure it is observed that 53% of employees feel that the Merit Rating report which their organisation is following is excellent, 17% feel it is good, 20% feel its satisfactory and 10% feel unsatisfactory about the rating process.

13. According to your organization performance appraisal leads to?

FIGURE-13: PERFORMANCE APPRAISAL LEADS TO

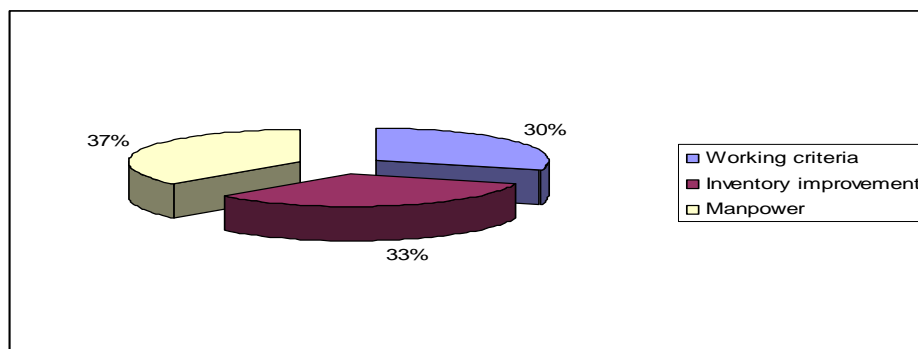


INTERPRETATION

69% of employees responded that performance appraisal leads to promotion in their organisation, 11% feel it leads to training for performance improvement, 15% feel it leads to Rewards and recognition and 5% on all.

14. How does an outgrowth of a company depend on management of Inventory, working condition and Man power?

FIGURE-14: EFFECT OF MANAGEMENT ON COMPANY GROWTH

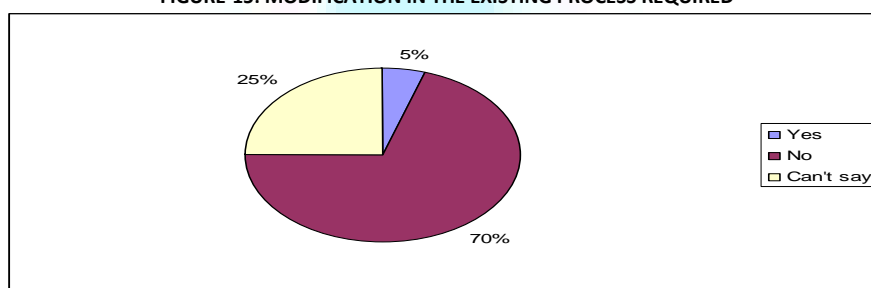


INTERPRETATION

The outgrowth of the company depends on working criteria, inventory improvement and man power. According to 37% of employees it depends on man power, 30% feel on working criteria and 33% feel on inventory improvement.

15. Do you want to add any extra feature to the existing performance appraisal system in your organization?

FIGURE-15: MODIFICATION IN THE EXISTING PROCESS REQUIRED



INTERPRETATION

From the above figure it can be understood that that 70% of the employees don't want to add any extra feature to the existing performance appraisal system, 25% can't say and 5% want to add, but they did not specified what feature to add, one employee added to have discussions along with the feed back to rectify their performances.

CONCLUSION

- Performance appraisal is an inevitable system in an organisation as it provides a base for taking up various organisation decisions which will lead to organisational growth and effectiveness.
- The emphasis of the appraisal is to have the workforce which can make more contributions and can adapt to changing situation for a more improved and efficient organisation.
- With the appraisal there will be development of necessary capabilities in the employees to perform their tasks and then creating the performance which will lead to the achievements of goals of the organisation.
- After the complete study made on the system of performance appraisal in the organization, it has been realised that performance appraisal system is better and the employees were satisfied with the appraisal system the organisation is following. Employees will get adequate feedback and they are guided by their superiors.

SUGGESTIONS

- The interpersonal relationship between the appraiser and appraise should be enhanced.
- Adequate and periodical feedback of employees performance should be framed and appraisal should be based on those individual goals.
- New skills and their implementation should be given adequate weight age.
- Make aware of appraisal in the organisation in such a way that the employees get motivated where there will be increase in pay and promotion after the appraisal.
- There are some negative marks for their bad performance from the whole weight age marks they obtained, so that their salaries will be reduced or there will be demotions, so this should be reduced or instead providing motivation classes will yield better performances.

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