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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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## EVALUATING THE PERFORMANCE APPRAISAL SYSTEM (PAS) OF SENIOR LEVEL EXECUTIVES WITH REFERENCE TO INDIAN CEMENT INDUSTRY

**SHANKAR K.JHA**  
**RESEARCH SCHOLAR**  
**MAHATMA GANDHI CHITRAKOOT GRAMODAYA**  
**VISHWAVIDYALAY**

### ABSTRACT

*Performance appraisal system(PAS) is the backbone of the Human Resource (HR) policies and practices in any organisation. There is widespread realization that performance management practices have the capability to determine the motivational level of employees and could be a powerful vehicle in conversion of employee's potential into performance. The effectiveness of performance appraisal is thus strongly related to the effectiveness on an organisation. PAS has been acknowledged be an important tool to develop individuals. Organisation have managerial personnel and it is essential that the expression 'Performance appraisal usually relates to the assessment of staff or managerial performance. The purpose of this paper is to evaluating the performance appraisal of senior level Executives/Managers. To appraise the performance of another person, may be subordinate, is by no means, an easy task. All the same, performance appraisals have become part of organizational life. Every organisation has some kind of evaluating the personnel. It is generally seen that while some sort of Formal evaluation systems exists for lower and middle level managers, but the systems are not so formal or clear in the case of evaluation of senior level executives/managers in the cement industries.*

### KEYWORDS

Cement Industry, HRM, HR Policies and Practices, PAS, Senior Level Executives.

### INTRODUCTION

Performance appraisal system is an important HR mechanism designed and utilized for the all round development and growth of employees in organizations, also to evaluate whether employees at various levels perform their assigned jobs as per norms. It is acknowledged that PAS should be carried out with a view to increasing the consistency, fairness and accuracy of employee appraisal. The information generated from such performance appraisal programmes generally help the management to implement certain administrative and development decisions of HR policies and practices regarding selection, placement, promotion, rewards, training and termination.

A PAS is a formal record of a manager's opinion of the quality of an employee's work. Performance appraisal requires manager's opinion about exactly how well an individual performed. It is not a document but record of manager's judgement about exactly how good a job has done once past twelve months.

Additionally, the performance appraisal system (PAS) also provides management with information that helps in identifying employee's potentials giving suitable direction to administrative decisions.

Research Studies indicate that, there is no uniformly accepted norms or methods by these organisations for PAS. The drawbacks and limitations observed in the operation of the various performance appraisal systems in these existing companies. A fact which emerged clearly in our study is that the proper and formal appraisal of performance of Senior Level Executives/Managers was practically non-existent.

### RATIONALE OF THE STUDY

PAS are one of the most important requirement for successful business and human resource policies. Rewarding and promoting effective performance for Senior level Executives and Managers or other Personnel actions are essential to effective to human resource management (HRM); The ability to conduct performance appraisal relies on the ability to assess the Senior level executives and manager's performance in a fair and accurate manner.

The ability of an organisation should have to evaluate and reward executives & managerial performance in the cement industry but it is of a neglected activity. In this paper, we have to evaluate the performance appraisal system (PAS) of Senior level executives and managers in various cement industry.

### OBJECTIVES OF THE STUDY

The present study would examine and evaluate the performance appraisal system of senior level executive prevailing in the cement industries. In particular, the study would aim at-

1. Examining and evaluating the performance appraisal of senior level executives and managers; and
2. Assessing the factors of performance appraisal of senior level executive/managers.

### RESEARCH METHODOLOGY

The methodology adopted for the study has been divided into three parts. First part deals with sources of data; Second part is selection of sample of units and third part explains on the method of data analysis.

**PART- I SOURCES OF DATA** - has been collected from both the primary and secondary sources. Library Research and Review of previous studies, theoretical backdrop, the literature review and the company history has been collected from secondary sources for which various text books. Journals, Magazines, articles, publications, records, reports, dissertations and thesis pertaining to the relevant matter of the subject under study has been surveyed.

Thrust was on collection of primary data and field work. The well structured questionnaire was prepared and distributed personally with the respondents to get their responses.

**PART-II SELECTION OF SAMPLE UNITS** - The study was conducted among the cement industries in and around Satna District. These can be grouped into small scale industries, medium sized industries and large scale industries. Small scale industries could not be considered as these hardly any senior level managerial position in those industries. Among the rest a sample of 10 medium and large sized companies were selected comprising of well known cement industries. All the senior level managers and executives of these companies were considered for data collection.

**PART-III ANALYSIS OF DATA** - The data collected were analyzed to bring out the following :

- To identify the philosophy of industries in and around Satna District based cement industries with regard to human resources;
- To bring into focus the types of performance appraisal currently practiced and the existence of managerial performance appraisal system for senior level executives/managerial positions in these companies;
- To describe the 'image or impressions' of the performance appraisal currently being operated; and
- The highlight the need for development oriented appraisal system.

**RESEARCH INSTRUMENT****1- QUESTIONNAIRE FOR SENIOR LEVEL EXECUTIVES AND MANAGERS**

About 150 senior level managers and executives from the 10 selected cement companies randomly were given a pre-tested questionnaire to elicit the following:

- Purposes served by appraisal system as perceived by these executives;
- Existence of performance appraisal in their company;
- Type, efficacy and credibility of the systems in practice in their organisation;
- Factors of assessment applicable for assessing senior level managerial positions; and
- Views of these executives on the development oriented appraisal system.

**2- INTERVIEWS WITH PERSONNEL/HR MANAGERS** - In order to know more about the appraisal system being followed, interviews with Personnel/HR Managers were resorted to by using a schedule. The interviews focused in the existence or non-existence of appraisal systems, type of systems followed purpose for which appraisal data are used, level of satisfaction achieved, problems of difficulties faced and existence or non-existence of evaluation of performance of top and senior managerial positions.

**3- DISCUSSIONS WITH MANAGEMENT:** In order to know more about the management Philosophy on HRM and the general reaction to performance appraisal systems, discussions with management namely, the chairman/Chairman-cum-Managing Directors/Managing directors/President (P&A)/Vice-President (HR)/Chief Executives of the companies were resorted to using a schedule. The discussions focused on the awareness of linkage between performance appraisal and HRM, Perception of the appraisal system being followed in their organisations, decision making based on appraisal data and the role of the MD/CMD/Chairman in the appraisal process of top and Senior level managerial positions.

**4- DOCUMENT STUDY:** A check list was prepared to study these documents pertaining to performance appraisal and ascertain the formal and procedure for assessing the performance of top level managerial positions, existence of performance planning, self-appraisal, identification of training and development, potential appraisal performance counseling, career development aspects and checks and balances in the system.

**SIGNIFICANCE AND PURPOSE OF MANAGERIAL PERFORMANCE APPRAISAL**

Performance appraisal has been considered as the most significant and indispensable tool for an organisation. The information it provides is highly useful in making decisions regarding various personal aspects such as promotion & merit increases. Accurate information plays a vital role in the organisation as a whole. They help pinpoint weak areas in the primary system. It is easier for managers to see which employees need training or counseling because jobs are grouped by categories. Performance appraisal system has been acknowledged to be an important tool to develop individuals. Organisations have managerial personnel and it is essential that their performance is also evaluated. Cole, C.A.(1988) Stated that the expression 'performance Appraisal' usually relates to the assessment of staff or managerial performance.

Harold Knootz (1978), who considers managerial performance appraisal as the key to management itself, says that "managerial appraisal should measure performance as a manager in meeting the goals for which the manager is responsible." Therefore, assessing the performance of all managers irrespective of level is a requirement of any good performance appraisal system.

**SOME CONSIDERATION FOR MANAGERIAL APPRAISAL**

Successful managerial performance requires certain specified skills. Organisational adoption to environment requires appropriate managerial responses to both the stable and shifting aspects of the environment. Therefore, managerial tasks often tend to be non-routine and un-programmed components. This will need qualitatively different abilities for managerial work.

These different activities can be classified into categories: Skills (Overt behaviour sequences specific to the tasks) and competencies (Mediatational, cognitive self regulation). Skill refers to abilities to engage in overt behaviour system or sequences, whereas competencies refer to intelligent functioning and abilities to engage in cognitive activities. The former is required to handle routine and programmed tasks with set procedures whereas competencies are required for non-routine and un-programmed tasks. Possession of competencies are conceptualized as managerial resourcefulness. Therefore, identification and selection of various factors of assessment (also called attributes) consisting of skills and competencies is very important in managerial performance appraisal. In addition, narrative comments which can provide an opportunity to write freely and informally about the appraisee so that a vivid picture of the appraisee emerges in contrast to the mathematical view given by the numerical gradings must be incorporated in the format.

**EVALUATING THE PERFORMANCE OF SENIOR LEVEL EXECUTIVES AND MANAGERS**

It is generally seen that some sort of formal evaluation systems exists for lower and middle level managers, the systems are not so formal or clear in the case of evaluation of senior level managers and executives in an organisation.

A research conducted by the researcher during 2012-2014 among the cement industries in and around Satna district of Madhya Pradesh also strengthens this fact. According to Prof. T.V. Rao (1988), in designing any system of appraisal, managerial performance should be taken into consideration. Besides an understanding of the nature of function and type of activities of a Senior level manager as well as his skills and capability requirements are equally important. Despite no differences in types of organisations and nature of product, these normally, remain common for all senior level managers. They are as mentioned below:

**I. NATURE OF FUNCTION AND TYPE OF ACTIVITIES**

- i) Orientation towards future.
- ii) Strategic and Long range Planning.
- iii) Alternative Analysis and Resource Allocation.
- iv) Policy formulation.
- v) Overall Review and Evaluations for Management control.
- vi) Leadership.
- viii) Critical problem handling, analysis and decision making.

**II. SKILLS AND CAPABILITIES REQUIRED**

- |                          |  |
|--------------------------|--|
| i) Technical             | A few desirable.                           |
| ii) Managerial           | Very important                             |
| iii) Behavioural (Human) | Many are essential and some very important |
| iv) Conceptual           | Essential                                  |

Therefore, selection of factors which can represent the performance of Senior level managers and executives becomes critical. But it is also the most difficult part of the design of any performance appraisal systems. Few aspects to kept in view are:

- Applicability - The chosen factors (attributes) must be appropriate to the level and must be applicable universally to all senior level managers without exception.
- Observe ability - These factors must be observable by a superior in the performance of the subordinate (appraisee) in terms of quantity and quality.
- Distinguish ability - Each factor is to be different from the other and the performance on each is to be discernible.
- Number of Factors - At senior level, there is need to ensure that the total number of factors are kept to the minimum possible so as not to assess these Senior level managers on attributes, not appropriate to them. At the same time the number should be sufficient enough to depict the performance of the executives as a professional as an individual and leader.



- Weight age to Factors - It is advisable to keep equal weight age to all factors of assessment as different weight age tends to complicate the process of evaluation. At the senior levels, the performance both as a professional (on job performance factors) and as an individual (on behavioural factors) are considered equally important. Therefore, it is appropriate to give equal weightage by keeping the same number of factors between these two groups.

### FACTORS TO ASSESS THE PERFORMANCE OF SENIOR LEVEL MANAGERS

In the study conducted by the researcher, the selected executives were requested to indicate their preferences for maximum of 21 factors of assessment out of a list of 48 factors supplied to them, which is their opinion are important and applicable for assessing the performance of senior level managers. These 48 factors were selected from existing forms used for assessing the managers as well as, from the recommendations given in literature on the subject and previous studies. These factors depict a variety of dimensions representing professional and behavioural performance of managers and executives are given below in Table 1:

**TABLE 1: FACTORS TO ASSESS THE PERFORMANCE OF SENIOR LEVEL MANAGERS**

1.	Planning Ability	25.	Hard Work
2.	Organizing Ability	26.	Integrity
3.	Co-ordination	27.	Drive
4.	Supervision	28.	Empathy
5.	Leadership and Dynamism	29.	Assertiveness
6.	Initiative	30.	Originality
7.	Resourcefulness	31.	Data Management
8.	Creativity and Imaginativeness	32.	Concern for others
9.	Development of Subordinates	33.	Dependability
10.	Team ship	34.	Loyalty
11.	Analytical Abilities	35.	Knowledge
12.	Delegation	36.	Vision and conceptual Ability
13.	Public Relations	37.	Stability under stress
14.	Sociability	38.	Judgments
15.	Self-confidence	39.	Result orientation & Task Management
16.	Decision-Making	40.	Cost & Quality consciousness
17.	Co-operative ness	41.	Self Development Interest and Self-Motivation
18.	Flexibility	42.	Negotiation skills.
19.	Problem-Solving	43.	Determination and courage
20.	Risk Taking	44.	Honesty
21.	Ability to motivate Subordinates	45.	Tact
22.	Conflict Management	46.	Resource Utilization skills
23.	Power of Communication	47.	Entrepreneurial skills
24.	Perseverance	48.	Sense of Responsibility

Of the 150 Executives, 108 responded and the factors of assessment which were preferred by 40% or more of the executives are found to be as below in Table 2.

**TABLE 2**

S.No.	Factors of Assessment	Percentage
1.	Decision Making	97%
2.	Planning Ability	90%
3.	Leadership and Dynamism	88%
4.	Organising Ability	77%
5.	Development of Subordinates	75%
6.	Initiative	68%
7.	Ability to motivate Subordinates	64%
8.	Power of communication	64%
9.	Delegation	61%
10.	Co-ordination	60%
11.	Problem Solving	56%
12.	Creativity and Imaginativeness	55%
13.	Team ship	53%
14.	Cost and Quality consciousness	52%
15.	Knowledge	51%
16.	Integrity	49%
17.	Self Confidence	47%
18.	Sense of Responsibility	46%
19.	Analytical Ability	44%
20.	Loyalty	43%
21.	Result orientation and Task Management	40%

### RECOMMENDED FACTORS OF ASSESSMENT TO EVALUATE THE PERFORMANCE OF SENIOR LEVEL EXECUTIVES/MANAGERS

It is seen that the preferences shown by the executives/managers are varied. Of the above Table 2, it is seen that Planning ability, organizing ability and co-ordination can be combined under management of Resources which will automatically include cost and Quality consciousness. Decision-making and problem-Solving are one and the same, since by taking decisions one solves the problems and for solving problems one has to take a decision. Besides, the procedure for both are also same. Analytical skill is required for analyzing a problem as well as the alternatives.

In order to take a decision, Development of Subordinates, delegation and motivation can be combined to make one factor 'Motivating Ability'; Thus, by analyzing the selected factors, applying permutations and combination, as well as, keeping various aspects into consideration appropriate to the level of function including the preferences indicated by the Senior level managers and the executives, the following factors were arrived at for assessing the performance of a senior level executives and managers.

**I. PROFESSIONAL FACTORS**

- i) Professional competence.
- ii) Creativity and conceptual ability.
- iii) Result orientation and Task Achievement.
- iv) Judgment and Decision making.
- v) Power of communication.
- vi) Management of Resources.
- vii) Initiative.

**II. BEHAVIOURAL FACTORS**

- i) Leadership and Dynamism.
- ii) Human Relations
- iii) Motivating Ability
- iv) Determination.
- v) Stability under stress.
- vi) Integrity.
- vii) Loyalty

**FINDINGS AND RESULTS**

The findings and results of the study in brief indicated the following :

The management of the companies by and large were aware of the importance of HRM-However, most of them did not fully understand the functions of HRM and the linkage between HRM and Performance appraisal system.

Of these 10 cement companies taken up, one did not favour the study in its organisation on the ground that it did not have any formal appraisal system while another company did not want the study in the organisation due to obvious reasons. Of the balance 8 companies studied, 5 did not have any formal appraisal system. Among the remaining 3, in 2 companies the form for assessing all level managers was the same only one company were having some what satisfactory to good systems for executives and managers including a separate format for assessing the performance of senior level executives and managers.

**DRAWBACKS AND LIMITATION**

The drawbacks and limitations observed in the operation of the various performance appraisal systems for executives and managers in the above companies were:

- Low frequency of appraisal;
- Lack of clear performance expectations & from employees;
- Limited focus on results or outcomes;
- No proper feedback;
- Lack of performance planning.
- Lack of performance counseling and feedback;
- Non-inclusion of potential appraisal;
- Inappropriate factors of assessment;
- Too many factors of assessment;
- Lack of Transparency;
- Limited use of appraisal data;
- Non-availability of appraisal manual,
- Non-consideration of the views of the executives/Managers in designing a suitable appraisal systems;
- Even the management of some of these companies were not satisfied with the operation of the system but were continuing with the some system; and
- No proper usage of appraisal information.

**SUGGESTIONS AND CONCLUSION**

Performance appraisal is one of the human resource management tools used to evaluate the job performance of employees. Performance appraisal should focus on three objectives namely performance not personalities, valid, concrete, relevant issues rather than subjective emotions and feelings, reaching management on what the employees is going to improve in his performance and what He/She is going to do. Both the Superior and subordinate should recognize that a strong relationships exists between training and performance evaluation.

The companies must consider the patterns of power distribution across the hierarchical levels at which the appraisal is being conducted. It would be inappropriate to appraisal senior level Managers/Executives in dimensions similar to those for junior level managers. Thus, organisation should exercise maximum caution while deciding about the relevance of evaluation dimensions of the PAS at different Managerial/Executive levels.

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