

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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

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A STUDY ON EMPLOYEE ATTITUDE TOWARDS PERFORMANCE APPRAISAL IN MIRA ALLOYS STEELS PVT. LTD. KURUMBAPALYAM COIMBATORE

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ABSTRACT

A performance appraisal (PA), also referred to as a performance review, performance evaluation, (career) development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. Performance appraisals (PAs) are conducted at least annually, and annual employee performance reviews appear to be the standard in most American organizations. However, "it has been acknowledged that appraisals conducted more frequently (more than once a year) may have positive implications for both the organization and employee." There are three main methods used to collect performance appraisal (PA) data: objective production, personnel, and judgmental evaluation. This study provides appraisal feedback to employees and career development and allows the management to take effective decision against drawbacks for the wellbeing of the employee's development.

KEYWORDS

performance appraisal, performance appraisal system, effectiveness, methods of performance appraisal.

INTRODUCTION

PERFORMANCE APPRAISAL

A performance appraisal (PA), also referred to as a performance review, performance evaluation, (career) development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations.

MAIN FEATURES

A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses, etc.

To collect PA data, there are three main methods: objective production, personnel, and judgmental evaluation. Judgmental evaluations are the most commonly used with a large variety of evaluation methods. Historically, PA has been conducted annually (long-cycle appraisals); however, many companies are moving towards shorter cycles (every six months, every quarter), and some have been moving into short-cycle (weekly, bi-weekly) PA. The interview could function as "providing feedback to employees, counseling and developing employees, and conveying and discussing compensation, job status, or disciplinary decisions". PA is often included in performance management systems.

OBJECTIVES OF THE STUDY

1. To study the socio economic condition of the employees.
2. To measure the effectiveness of performance appraisal conducted in the organization.
3. To analyze the satisfaction level of the present method of performance appraisal.
4. To assess whether employees are receiving valid evaluation free from bias.

STATEMENT OF THE PROBLEM

Most of the literature dealing with human resource management and its issues recognize the importance of performance appraisal system which occurs in the organization. All the organization faces the problem of directing the energies of the employees to the task of achieving business goals and objectives. The present study was under taken to clarify certain questions related to the care phase of performance appraisal through regular assessment of progress toward goals focuses the attention and efforts of an employee of a team.

LIMITATIONS OF THE STUDY

- This study is only limited to Mira alloys steel pvt ltd.
- The sample size of the study is limited to 150 not the entire employees of the organization.
- Some of the employees were afraid to give true information in some cases.
- There may be bias on the part of employees while answering to the questions.

REVIEW OF LITERATURE

1. **Rajput, veena (2015)** conducted a study on **“Performance Appraisal System”** A performance appraisal is conducted on an annual basis for existing employees whereas for trainee and new recruits it is done on quarterly basis in many organizations.
2. **Deepa (2014)** summarizes on **“Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity”** The performance appraisal system/method as a whole, their framework and its relationship with different job related concepts as well as issues related to Performance appraisal such as how Performance appraisal (PA) is related to job satisfaction, organization citizenship behaviour etc.
3. **Palaiologos, Anastasios (2011)** conducted a study on **“Organizational justice and employee satisfaction in performance appraisal”** Here the research is based on a sample of 170 respondents who answered a questionnaire giving their perceptions on the purpose and criteria of PA.
4. **Watkins and Leigh (2010)** conducted a study on **“Handbook of Improving Performance in the Workplace”** Another reason for introducing a performance appraisal system (PAS) is that, when it is well designed and well implemented, the feedback that is provided can be usefully used for improving performance.
5. **Brown and Heywood, (2005)** analyzed **“Performance Appraisal systems: determinants and change”** Aim of this paper is to assess the employees’ reactions, perceptions and preferences towards performance appraisal in the organization. More specific, the following research question is going to be examined.

RESEARCH METHODOLOGY

RESEARCH DESIGN

It is the arrangement of conditions for collection and analysis of data in a manual that aims to combine relative to the research purpose with economy in procedure. The research design is the conception stature for the collection, measurement and analysis. The nature of study is a descriptive research. It studies those, which are concerned with describing the characteristics of a particular individual or of a group.

SAMPLING DESIGN

The sample design that has been under taken is Random Sampling

PRIMARY DATA

Primary data are those, which are collection afresh and for the first and thus happen to be original in character. The primary data is collected through questionnaire method. In this method, questionnaire is sent to the presence concern with request to answer the question and return the questionnaire. A questionnaire consists of number of questions printed or typed in a definite order on a form or set of forms.

SECONDARY DATA

Secondary data means, data that already available. They refer to the data is have already been collected and analyzed by someone else. Secondary may either be published data or unpublished data usually data available in technical and trade journals, reports and publication of various association connect with business and industry, letter, research work.

TOOLS USED FOR THE STUDY

The accuracy of a research study is enhanced by the use of statistical tools. It helps in clear interpretation of quantitative and qualitative information. The statistical tools used are the following. The tools are,

- Simple average method
- Chi-square method

TABLE 1: CHI-SQUARE

particulars	Calculated value (cv)	Degree of freedom (v)	Level of significance	Table value
Experience and Monetary Benefit	2.87	3	5	7.81
Educational Qualification and Promotion	3.11	3	5	7.81
Age and Opinion About Existing Performance Appraisal	11.32	3	5	7.81
Gender and Co-Operation& Team Work	1.05	1	5	3.84

INTERPRETATION

The Experience and Monetary Benefit indicates that calculated value (2.87) is less than the table value (7.81) at 5% level of significance. Therefore, framed null hypothesis is accepted. Hence there is no significant relationship between experience and monetary benefit. Educational qualification and promotion indicates that calculated value (3.11) is less than the table value (7.81) at 5% level of significance. Therefore, framed null hypothesis is accepted. Hence there is no significant relationship between educational qualification and promotion. Age and opinion about existing performance appraisal indicates that calculated value (11.32) is more than the table value (7.81) at 5% level of significance. Therefore, framed null hypothesis is accepted. Hence there is no significant relationship between age and opinion about existing performance appraisal. Gender and co-operation& team work Indicates that calculated value (1.05) is less than the table value (3.84) at 5% level of significance. Therefore, framed null hypothesis is accepted. Hence there is no significant relationship between gender and co-operation& team work.

TABLE 2: PERFORMANCE APPRAISAL VARIABLES (RANKING)

Particulars	Total score	Mean	Rank
Self confidence	676	4.50	7
Promotion and transfer	877	5.84	1
Improve performance appraisal	803	5.35	6
plan performance well	848	5.65	2
Mutuality and trust	673	4.48	8
Manager takes appraisal seriously	611	4.07	10
follows appraisal seriously	831	5.54	4
Actively review the appraisal	833	5.55	3
quality and care	670	4.46	9
discover potential	814	5.42	5

INTERPRETATION

The above ranking analysis shows that Promotion and transfer (Rank 1) is the most problem faced by respondents from cultivating vegetables. Its followed by after plan performance well (2), Actively review the appraisal (3), follows appraisal seriously (4), discover potential (5), Improve performance appraisal (6), Self-confidence (7), Mutuality and trust (8), quality and care (9), Manager takes appraisal seriously (10), The major of respondents stated that high cost of production is the common problem faced. Financial Problem is the least common problem.

TABLE 3: SIMPLE PERCENTAGE ANALYSIS

S.NO.	FACTORS	DESCRIPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
1	Age	Up to 20 years	13	9%
		20-30 years	59	39%
		31-40 years	39	26%
		Above 40	39	26%
2	Gender	Male	139	93%
		Female	11	7%
3	Marital Status	Married	111	74%
		Unmarried	39	26%
4	Educational Qualifications	School level	10	7%
		Graduate	64	43%
		Post graduate	61	40%
5	Designation	Others	15	10%
		Manager	8	5%
		Executive	32	21%
6	Experience	Supervisor	28	19%
		Others	82	55%
		Up to-2 years	18	12%
7	Monthly Income	2-5 years	52	35%
		6-10 years	53	35%
		Above 10 years	27	18%
		Below 15000	11	7%
8	Performance Period	15001-20000	49	33%
		20001-30000	43	29%
		Above 30000	47	31%
		Half yearly	46	31%
9	Objectives of Appraisal	Once	104	69%
		Promotion	25	17%
		Training and development	101	67%
		Pay scale	21	14%
10	Assessment of Employees Performance	Others	3	2%
		HR Department	114	76%
		Organization	21	14%
		Consultant	10	7%
		Others	5	3%

INTERPRETATION

The above ranking analysis shows that (1) 9% of the respondents are under the age group of Up to 20 years, 39% of the respondents are under the age group of 20-30 years, 26% of the respondents are under the age group of 31-40 year and 26% of the respondents are under age group of above 40.(2)its shows that 93% of the respondents are Male and 7% of the respondents are Female.(3)it's The above table shows that 74% respondents are married and 26% of the respondents are Unmarried.(4) its shows that 7% of the respondents are school level of education, 43% of the Respondents are graduates, 40% of the respondents are post graduates and 10% of the respondents are others level of education.(5)its shows that 55% of the respondents are Manager, 21% of the respondents are executive, 19% of the respondents are supervisor and 55% of the respondents are others level of employees.(6) its shows that 12% of the respondents have Up to 2 years of experience, 35% of the respondents have 2-5 years of experience, 35% of the respondents have 6-10 years of experience and 18 % of the respondents have above 10 years of experience.(7)its shows that 7% of the respondents earns below 15000, 33% of the respondents earns 15001-20000, 29% of the respondents earns 2001-30000 and 31% of the respondents earns above 30000.(8)its shows that 17% of the respondents' opinion about objective of appraisal is promotion, 67% of the respondents' opinion about objective of appraisal is training and development, 14% of the respondents' opinion about objective of appraisal is pay scale and 2% of the respondent's opinion about objective of appraisal is others.(9) its shows that 68% of the respondents given conflict arises often, 27% of the respondents given conflict arises sometimes, 5% of the respondents given never conflict arises. (10) its shows that 78% of the respondents are given hr department assessing the performance, 14% of the respondents are given organization assessing the performance, 7% of the respondents are given consultant assessing the performance and 3% of the respondents are given others assessing the performance.

FINDINGS

- Most (78%) of the respondents are given performance assessed by human resource department.
- Most (93%) of the respondents given same method is applicable to all categories of employees.
- Most (83%) of the respondents are given peer group appraisal type used for assessing performance.
- Majority (52%) of the respondents are given checklist techniques used in the organization for assessing the performance.
- Most (81%) of the respondents are satisfied with the present appraisal performance.

CHI-SQUARE

- The calculated value (11.32) is more than the table value (7.81) at 5% level of significance. Therefore, the framed null hypothesis is rejected. Hence here is significant relationship between age and opinion about existing performance appraisal
- The calculated value (1.05) is less than the table value (3.84) at 5% level of significance. Therefore, the framed null hypothesis is accepted. There is no significant relationship between gender and co-operation& team work.
- The calculated value (3.11) is less than the table value (7.81) at 5% level of significance. Therefore, the framed null hypothesis is accepted. There is no significant relationship between educational qualification and promotion.
- The calculated value (2.87) is less than the table value (7.81) at 5% level of significance. Therefore, the framed null hypothesis is accepted. There is no significant relationship between experience and monetary benefit.

RANKING

- The ranking factors with promotion& transfer scored highest point and ranked 1, followed by plan performance, actively review the appraisal, follows appraisal seriously, discover potential, improve performance appraisal, self-confidence, mutuality& trust, quality & care and manager takes appraisal seriously

SIMPLE PERCENTAGE ANALYSIS

- Most (93%) of the respondents are Male.
- (39%) of the respondents are under the age group of 20-30 years.

- Most (74%) of the respondents are married.
- (43%) of the respondents are graduates.
- Majority (55%) of the respondents are other level of employees.
- (35%) of the respondents have 2-5 years and 6-10 years of experience.
- (33%) of the respondents are earns monthly income of 15001-20000.
- Most (69%) of the respondents are nuclear type of family.
- Most (68%) of the respondents given conflict arises often.
- Most (78%) of the respondents are given performance assessed by human resource department

SUGGESTIONS

- The performance appraisal program should be designed in such a way that the appraiser would be able to analyze the contribution of the employee to the organization periodically and all the employees who have been performing well would be rewarded suitably either by an increase in the salary or a promotion.
- Most of the employees are not clear about the criteria on which ratings were given to each employee while conducting the performance appraisal. Proper communication of the ratings can help the employees achieve the level of acceptability and commitment which is required from the employees.
- The existence of a proper complain channel is also at most importance to the appraises. They should be given a chance to convey their grievances to the top management.
- All the employees should be made aware of the objectives of the appraisal system.
- The organization must device suitable training p[rogrammers for those individuals who fall in the average and below average category.

CONCLUSION

The performance appraisal system has been professionally designed and it is monitored by human resource department. They implementation is the responsibility of each and every employee along with their supervisor. There should be adequate training to the evaluator that will go a long way in answering the quality of performance appraisal.

In conclusion, performance appraisal is a very important tool used to influence employees. A formal performance review is important as it gives an opportunity to get an overall view of job performance and staff development. Good performance reviews therefore don't just summarize the past they help determine future performance.

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