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A STUDY ON EMPLOYEE PERFORMANCE APPRAISAL IN CEMENT INDUSTRY IN TAMILNADU

DR. M. RAGURAMAN
ASST. PROFESSOR
DEPT OF COMMERCE
SACRED HEART COLLEGE (AUTONOMOUS)
TIRUPATTUR

R. VEERAPPAN
ASST. PROFESSOR
DEPARTMENT OF BUSINESS ADMINISTRATION
SACRED HEART COLLEGE (AUTONOMOUS)
TIRUPATTUR

S. ALBERT
STUDENT
DEPARTMENT OF BUSINESS ADMINISTRATION
SACRED HEART COLLEGE (AUTONOMOUS)
TIRUPATTUR

M. SUGANYA
STUDENT
DEPARTMENT OF BUSINESS ADMINISTRATION
SACRED HEART COLLEGE (AUTONOMOUS)
TIRUPATTUR

S. HEMAVATHY
STUDENT
DEPARTMENT OF BUSINESS ADMINISTRATION
SACRED HEART COLLEGE (AUTONOMOUS)
TIRUPATTUR

ABSTRACT

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. 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. 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

Organizations Expectations, Performance Appraisal, Optimum Performance, Methods of Performance Appraisal.

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 organizational 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.

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**

1. Performance appraisal Assessment
2. Ranking Method
3. Rating scale method
4. Critical incident method
5. Checklist method

Following are some of the most commonly used traditional methods:

1. **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.
2. **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.
3. **Rating Scale Method:** Ratings are of two types;
 - 1) 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.,
 - 2) 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.
4. **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.
5. **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

1. **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, say's "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".
2. **BARs / Behaviourly 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**1. AGE-WISE DISTRIBUTION OF RESPONDENTS**

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.

2. EDUCATIONAL STATUS OF 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.

3. SERVICE OF RESPONDENTS

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.

4. NATURE OF SERVICE OF THE RESPONDENTS IN THE CEMENT 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.

5. PERFORMANCE APPRAISAL METHOD

Clearly understood 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 behaviorally 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, behavior 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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