

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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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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**HARDEEP
RESEARCH SCHOLAR
DEPARTMENT OF COMMERCE
M D UNIVERSITY
ROHTAK**

ABSTRACT

Today fastener industry growing very speedily Performance appraisal continues to be a subject of interest and importance to human resource specialists. For decades, performance appraisal has received considerable attention in the literature, from both researchers and practitioners alike. Many authors (Bernardin & Klatt, 1985; Hall, Posner, & Hardner, 1989; Maroney & Buckley, 1992; Thomas & Bretz, 1994) maintain that there is a considerable gap between theory and practice, and that human resource specialists are not making full use of the psychometric tools available. To support their claim, these authors cite surveys of practitioners concerning current performance appraisal methods and use. Fasteners come in wide range of shapes and sizes depending upon end use and application. The largest consumer is the automobile sector accounting for over 50 percent of HT fasteners. Fastener can be classified broadly into two categories depending on their tensile strength; mild steels (MS) fastener and high tensile (HT) fasteners. Mild steel fastener are used across a broad spectrum mostly in general applications they are produced by the SSI and unorganized sector using lathes and ridings.

KEYWORDS

Feasibility of the system, Participation, Fastener.

INTRODUCTION

But simply anything which joins together two things is a fastener, a broad and collective terms for nuts and bolts and screws, which keeps separate assemblies of any engineering system together in a predetermined position. Fastening is one of the joining methods, the other notable ones being welding and riveting. While the latter form permanent joints, fastener can be undone when required mostly for repairs and reconditioning. Fastener can be classified broadly into two categories depending on their tensile strength; mild steels (MS) fastener and high tensile (HT) fasteners. Mild steel fastener are used across a broad spectrum mostly in general applications they are produced by the SSI and unorganized sector using lathes and ridings. On the other hand HT fasteners, which are relatively technology intensive, are manufacturing by a few units in the organized sector via the cold heading process. HT fasteners can be classified into standard (available of the shelf) and specialized (made to a specific design). Fasteners have two types of head, hexagonal and socket heads. Socket head screws are mainly used for industrial application in textile, machine tool, pumps etc. and also in erecting transmission towers. The hexagonal is predominantly used in automobiles and in general engineering. Specialized fastener are for specific applications and are generally tailor made. Manufacturers of specialized fasteners have to follow prescribed design to make a fasteners. Fasteners come in wide range of shapes and sizes depending upon end use and application. The largest consumer is the automobile sector accounting for over 50 percent of HT fasteners. Sundasam Fasteners Industry is a leader in automotive fasteners; while Precision Fasteners Limited leads in industrial fasteners. Though margins are higher in industrial fasteners. While SFL has recently entered the industrial segment, PFL is now entering the auto segment.

REVIEW OF LITERATURE

Performance appraisal continues to be a subject of interest and importance to human resource specialists. For decades, performance appraisal has received considerable attention in the literature, from both researchers and practitioners alike. Many authors (Bernardin & Klatt, 1985; Hall, Posner, & Hardner, 1989; Maroney & Buckley, 1992; Thomas & Bretz, 1994) maintain that there is a considerable gap between theory and practice, and that human resource specialists are not making full use of the psychometric tools available. To support their claim, these authors cite surveys of practitioners concerning current performance appraisal methods and use.

Nearly three and half decades ago, Taylor and Zawacki (1976) published the first of two articles that documented trends in performance appraisal usage among U.S. organizations. When comparing the results of two surveys taken five years apart, the authors noted a remarkable shift away from what they called collaborative approaches (e.g., MBO, BARS) and toward the more traditional performance appraisal techniques (graphic rating scales). Taylor and Zawacki (1984) hypothesized that managers, responding to the legal constraints prevalent in the 1980s, preferred techniques that were defensible in court. Accordingly, managers tended to be more satisfied with the objective traditional approaches, whereas their subordinates seemed to prefer the developmental collaborative methods.

OBJECTIVES OF RESEARCH

The first step of any Research process is to set the objectives. Objective is basically the basic motive behind undertaking any research. Objective is directly linked to the desired results. Following were the objectives of research:

1. To judge the feasibility of the system.
2. To trace out the sales force's participation in the system.

RESEARCH METHODOLOGY

In common parlance, research is the systematic gathering, recording and analyzing of data about related problems." Research Methodology is a way to systematically solve the research problem. Research methodology constitute of research method. For this project the steps which are taken are as follows:

RESEARCH DESIGN

Descriptive and exploratory research is selected for this study. Descriptive research enables to determine the answer to various questions formulated with prior knowledge of the situation or the problems under study. The nature of this research report is both Descriptive & Exploratory. The study will be conducted through the use of Questionnaire method & Opinion survey method. A structured schedule will be designed covering various aspect of performance appraisal system and its linkage with employees productivity and will be distributed to the sample selected randomly from the various employees working in some selected ceramic manufacturing organization in India.

FORMULATION OF HYPOTHESIS

Following assumption have been made to for proposed study

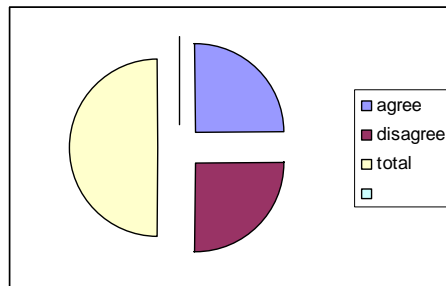
- H1: There is no significant difference in the strategies for Managing performance appraisal for Competitive Advantage across various Fastener industries.
H2: there is no relationship between factors of performance appraisal and employees performance.

DATA ANALYSIS: RESULTS AND INTERPRETATIONS

FEASIBILITY OF SALES APPRAISAL SYSTEM

1. DOES THE APPRAISAL SYSTEM HELPS IN OPTIMUM UTILIZATION OF SALES FORCE?

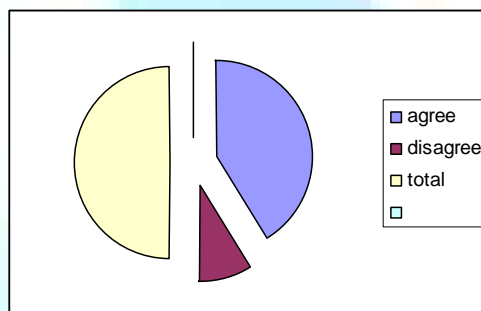
Agree	45
Disagree	45
Total	90



Above pie diagram represents the choice of sales force for the above question which clearly indicates that 50 percent of the people agree and 50 percent of them disagree over the optimum utilization of sales force in current system.

2. DOES THE PRESENT APPRAISAL SYSTEM GIVES ANY CHANCE FOR CONTROLLING THE CORRECTING THE WORKING OF SALES FORCE?

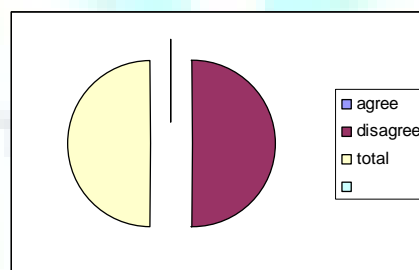
Agree	74
Disagree	16
Total	90



On the basis of response of the individuals. Thirty seven agree and eight disagree which shows that 85 percent of the work force feels that the current system is quite effective in controlling and correcting the working of sales force.

3. DOES THE PRESENT APPRAISAL SYSTEM GIVES ANY CHANCE TO KNOW WHETHER FACILITIES ARE SUFFICIENT FOR SALES PERSONNEL TO WORK EFFICIENTLY AND EFFECTIVELY?

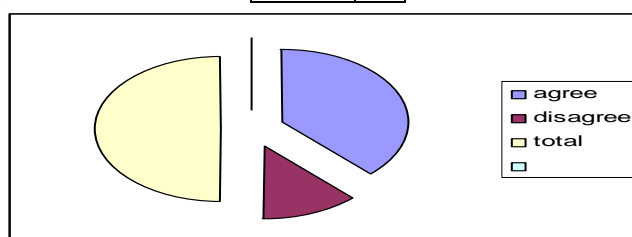
Agree	0
Disagree	90
Total	90



100 percent of the sales force strongly disagrees on this question. They feel that the present appraisal system is totally ineffective in knowing whether facilities are sufficient for them for working efficiently and effectively. Same has been depicted in the above diagram.

4. DOES THE SYSTEM GIVES ANY CHANCE TO KNOW THE HIDDEN POTENTIAL OF THE SALES FORCE ?

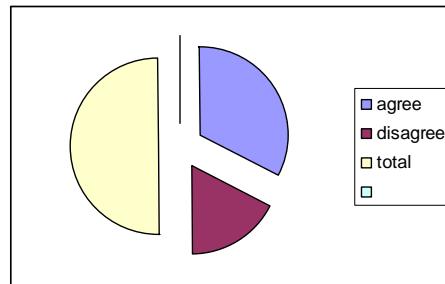
Agree	68
Disagree	22
Total	90



75 percent of the total sales force gave affirmative reply regarding the system ability etc. to give them a chance to know their hidden potential whereas 25 percent said a firm no.

5. DOES THE APPRAISAL SYSTEM HELPS IN HANDLING THE GRIEVANCES OF SALES FORCE ?

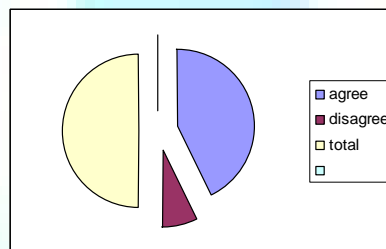
Agree	58
Disagree	31
Total	90



The above diagram shows that nearly 65 percent work force feels that present system handles their grievances whereas rest don't agree on this point.

6. IS THERE ANY SUPPORT SYSTEM ADOPTED FOR THE SALES FORCE WHO ARE NOT ABLE TO MEET THE SET STANDARDS.

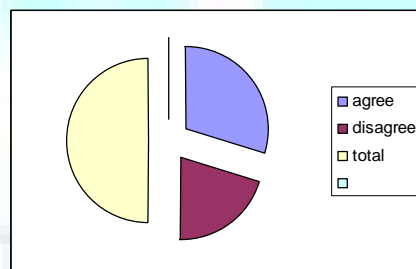
Agree	77
Disagree	13
Total	90



Out of 90 individuals 77 agreed and 13 disagreed on above question. Therefore a total of 85 percent individuals felt that there are sufficient support systems for the sales force who are not able to meet the standard.

7. DOES THE PRESENT APPRAISAL SYSTEM MOTIVATES YOU IN FUTURE ?

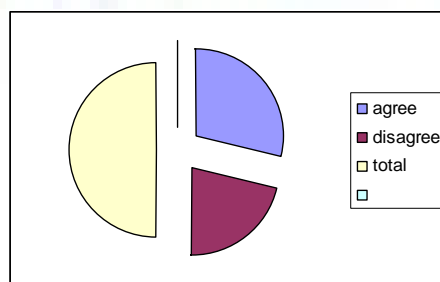
Agree	54
Disagree	36
Total	90



The above pie chart shows that 60 percent of the work force felt motivated due to present appraisal system and the rest 40 percent negated this fact.

8. DOES THE PRESENT SYSTEM HELPS IN ACCOMPLISHING CORPORATE OBJECTIVES?

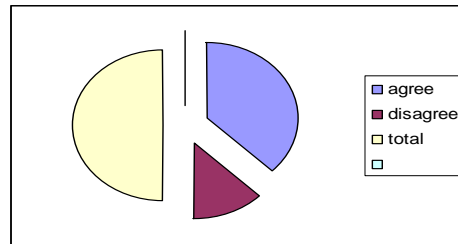
Agree	52
Disagree	38
Total	90



Nearly 58 percent of the work force felt that present appraisal system helps in accomplishing the company's objectives whereas the rest 42 percent disagreed on the aspect.

9. DO YOU FEEL THAT SOME IMPORTANT FACTORS ARE NOT CONSIDERED AT THE TIME OF APPRAISAL?

Agree	67
Disagree	23
Total	90

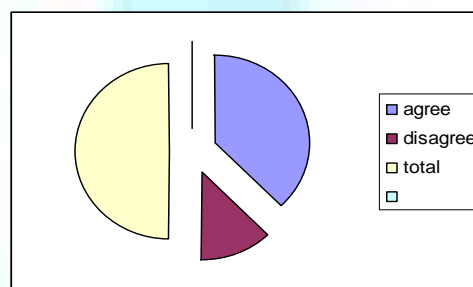


Only 25 percent of the work force felt that some more important factors should be included in the present system whereas rest 75 percent the present system constitutes all important factors at the time of appraisal.

B. PARTICIPATION OF SALES PERSONNEL IN SALES APPRAISAL SYSTEM

1. IS ANY PARTICIPATION GIVEN TO THE SALES FORCE AT THE TIME OF SETTING UP A NEW SYSTEM OR UPDATING THE OLD SYSTEM?

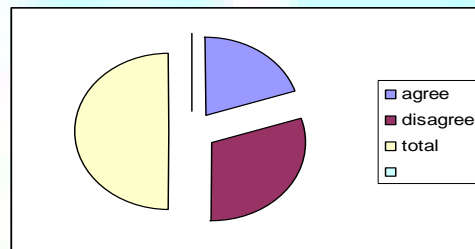
Agree	68
Disagree	22
Total	90



76 percent of the sales force felt that due participation is given to them at the time of setting up of new system or updating the old one whereas 24 said that they are not given a chance to do so.

2. DOES THE SYSTEM GIVES ANY CHANCE TO THE SALES FORCE FOR COMPLAINING ABOUT OR SUGGESTING ANY CHANGE IN PRESENT SYSTEM?

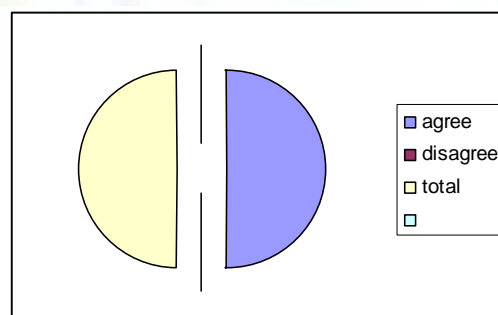
Agree	36
Disagree	54
Total	90



Nearly 40 percent of the sales force feels that they are paid an attention when they complain or suggest a change in system whereas 60 percent of them feel that they are not given any chance for a suggestion of a change in the present appraisal system.

3. WHETHER ANY CHANCE SHOULD BE GIVEN TO THE SALES FORCE TO EVALUATE THEMSELVES?

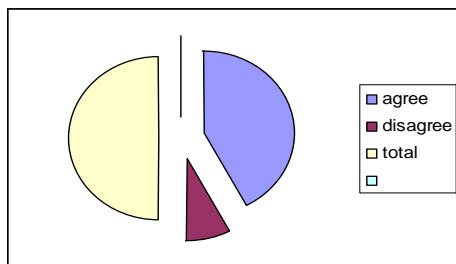
Agree	90
Disagree	0
Total	90



100 percent of the sales force recommended this point and stressed the need for a chance to be given to all individuals for self evaluation.

4. IS ANY PARTICIPATION GIVEN TO THE SALES FORCE AT THE TIME OF SETTING THE STANDARD OF PERFORMANCE?

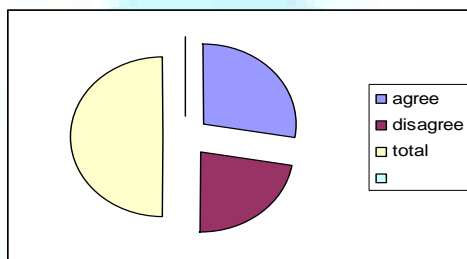
Agree	76
Disagree	14
Total	90



Nearly 85 percent of the sales force feels that they are given a chance to participate while standards of performance are set for them whereas 15 percent feel the other way out.

5. IS ANY OPPORTUNITY GIVEN TO THE SALES FORCE TO KNOW THEIR STRENGTHS AND WEAKNESSES?

Agree	50
Disagree	40
Total	90



55 percent of the sales force agreed that ample opportunities are provided to them for knowing their strengths and weaknesses whereas the rest of 45 percent of the sales force does not agree to this point.

FINDINGS

The study revealed that the present appraisal system is a mere evaluation of actual performance of the sales force and acts as a control measure if performance is not upto the mark. The system effectively controls and corrects the working of the sales force through proper support systems developed for the said purpose. Proper training is provided to the work force from time to time as per the requirement and there is also a well developed incentive system. The system aims at tracing out the hidden potential of the sales force and thus helping in the optimum utilization of the sales force. Since there are all possible efforts put in the system for tracing their potential, controlling and supporting their efforts and providing appropriate incentives, the work force feels motivated and hence the system helps in successfully accomplishing organizational objectives. Though, the system lacks in evaluating the working condition, no efforts are made to find out whether the facilities are sufficient for the sales force to work effectively and efficiently. Grievances of sales force are not handled properly and there are a lot many factors that are not paid any attention at the time of appraisal.

As far as participation of the sales force in the system is concerned, the system is at a good footing. The existing sales force is always consulted while setting up of new system or updating the older one and their comments are given due consideration. Their complaints and suggestions are invited to improve and up date the present system. Every opportunity is given to the sales force to know their own strength and weaknesses and as per this analysis the standards are established in consultation with the sales force keeping in mind their sales territory, consumer profile and their individual selling problems. Besides everything in terms of participation being O.K. there is a need of a chance to be given to the sales force to evaluate themselves.

SUGGESTIONS

1. There should be timely evaluation of the existing facilities of work environment so that we can get a clear picture of existing facilities of whether they are sufficient for effective and efficient working of the sales force.
2. As per the changing trends/modern trend concerning the techniques to improve and enhance the sales adequate training viz. Art of negotiation etc. should be provided for a better turnover the organization.

CONCLUSION

This signifies that the system is most of the times free from biasness. Most of the total employees were satisfied with the last appraisal done by their seniors while much of the total previous appraisal in deserving cases. While customer opinion was the most favoured method of appraisal, the employees were least interested in being personally observed by the seniors. Overall the system is adopting more or less a 360 degree approach though there is a need to give due recognition to a few factors with all above effects the system is no doubt helping in improving the working of the department and the sales force turnover reduces as well. Though the appraisal poses some threat to the present position of the personnel (but that is a part of controlling their working), there is a need to make the appraisal system more transparent. The basis of setting up of the standard are to be clearly defined and the methods of measurement and evaluation of 11

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