

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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**PERFORMANCE MANAGEMENT IN SUGAR INDUSTRIES****M. SARADADEVI****PROFESSOR****DEPARTMENT OF COMMERCE & MANAGEMENT STUDIES****ANDHRA UNIVERSITY****VISAKHAPATNAM****K. YASODA****RESEARCH SCHOLAR****DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES****ANDHRA UNIVERSITY****VISAKHAPATNAM****ABSTRACT**

*Sugar industry is one of the largest agro based industry in India and plays a major role for the development of the country. The primary objective of the sugar industry is to promote welfare to its members or employees. The present study focuses on the performance management system in sugar industries. The effective human resources utilization and human resource management become very essential. Performance management includes activities which enhances the employee performance towards the organisational goals and objectives. Performance management is the major issue faced by every organisation. it is a key role of the managers to monitor and motivate his subordinates and review their performance in a timely manner for the welfare of the organisation. Thus evaluating the performance of individuals, groups and organisations is a common practice of all societies. Under this performance management we evaluate the not only the performance of the workers but also their potential for development, so performance management is a continuous process in every large scale industries*

**KEYWORDS**

performance management, performance appraisal, human resource, sugar industries, managers.

**INTRODUCTION**

In present scenario the well-being of an organisation depends upon the performance of the employee belongs to that particular organisation, so the efforts of the employees can determine the success and survival of an organisation.

Performance management is a process by which managers and employees work together to plan, monitor and revive an employees work objectives and overall contribution to the organisation. Performance management is a process of identifying, measuring, managing, and developing the performance of the human resources in an organisation.

Performance appraisal on the other hand is the on-going process of evaluating the employee's performance. Performance appraisal is the part of performance management process.

Before we implement the performance management system we should better know the HR management practices to support the performance management process, which include

1. Job description
2. Effective supervision
3. Comprehensive employee orientation and training
4. A positive and supportive work environment

The establishment of an effective performance management system requires time and resources and therefore, the support of the board, the executive directors and other senior managers. While developing a new performance management process an organisation can strike up a committee made up of employees, managers and board members.

**WHAT IS PERFORMANCE MANAGEMENT?**

Performance management is a relatively new term for a sphere of management activity that began to take shape in the 1980's. It is widely held to have grown out of performance appraisal and also to have absorbed some of the newer techniques used in performance appraisal. Such as an emphasis on setting objectives, standards of performance.

Performance Management began around 60 years ago as a source of income justification and was used to determine an employee's wage based on performance. Organisations used Performance management to drive behaviours from the employees to get specific outcomes. In practice this worked well for certain employees who were solely driven by financial rewards

This approach of managing performance was developed in the United Kingdom and the United States much earlier than it was developed in Australia.

In recent decades, however, the process of managing people has become more formalised and specialised. Performance management is concerned with improving not only the performance of the individual, but also the performance of the team and the organisation.

**PERFORMANCE MANAGEMENT Vs. PERFORMANCE APPRAISAL**

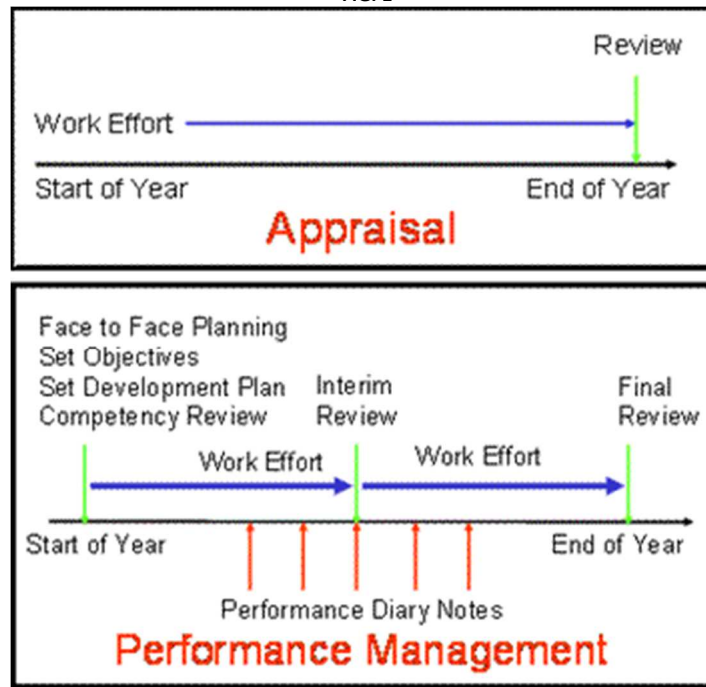
In an intelligent economy, organisation mainly depends on their intangible assets to build value. Evaluating individual performance and organisational performance is essential and it should be strong management should put an effort to increase the performance of the employee not only to meet the organisational goals, it also decreases turnover rates.

How do we measure the performance of the employee within the organisation? The most common part and the one which we are familiar with is performance appraisal or evaluation. However, performance appraisal is not the only thing that we use in performance management. "Performance management is a process of identifying, measuring, managing, and developing a performance of the employee's in an organisation". Thus performance management is the systematic analysis and measurement of worker performance.

Performance appraisal on the other hand, is the process of evaluating employee performance, so appraisal is a part of the performance management process



FIG. 1



**HOW TO EVALUATE THE PERFORMANCE OF THE EMPLOYEE?**

The employee performance can be measured or evaluated by performance appraisal method. Performance appraisal is a method of evaluating the behaviour of employees in the work spot, both qualitative and quantitative aspects of job performance. In order to find out whether an employee is worthy of continued employment or not, and if so whether he should receive a bonus, a pay rise or promotion, his performance needs to be evaluate from time to time. Under performance appraisal we evaluate not only the performance of the employee but also his potential for development. Performance appraisal is the systematic description of employee ‘s job related strengths and weaknesses. Performance appraisal is a continuous process in every large scale industry.

According to YAGER (1981) performance appraisal is an important role of manager to train, motivate and modify the behaviours of the employee to meet the organisational goals and objectives.

ADWIN B. FLIFO stated that the performance appraisal is the systematic, periodic, and impartial rating of an employee by his superior officer.

Before apprising the performance of the employee every organisation should decide upon the contents that have to be appraised, the contents to be appraised is determined on the basis of job analysis, the contents are as follows:

TABLE 1

S.NO	CONTENTS TO BE APPRAISED
1	Regularity of attendance
2	Self-expression
3	Ability to work with others
4	Leadership styles and abilities
5	initiative
6	Technical skills
7	Ability to grasp new things
8	Creative skills
9	sustainability
10	integrity
11	Judgement skills
12	Honesty
13	Quality of suggestions offered for improvement

**APPRAISERS**

Every organisation should contain certain levels of employees which they are categorised into different levels at different functional groups; the performance of each and every individual can be measured by one of the following

• **360 DEGREES**

In this 360 degrees appraisal the appraiser may be anyone who has an efficient knowledge about the job content, what is to be appraised. the appraiser should be capable to determine what is more important and is what is relatively less important. the appraiser should prepare the reports without bias. The typical appraisers are supervisors, peers subordinates, employee’s themselves, performance appraisal by all these modes is known as 360 degree appraisal.

• **SUPERVISORS**

Supervisors include the immediate superior of the employee because these immediate superiors are the responsible for managing their subordinates they have the opportunity to observe direct and control their employees continuously.

• **PEERS**

Peers appraisal may be done and more reliable if the work group is stable over a lon period of time and the task should be interactive.

• **SUBORDINATES**

Subordinates ratings in such cases can be quite useful in identifying competent superior.

• **SELF-APPRAISAL**

In this type of appraisal, the employee himself evaluates his performance employee who appraises their own performance may become highly motivated.

**WHEN TO APPRAISE**

Systematic appraisals are conducted on a regular basis, for example every three months (quarterly), for every six months (half yearly), or annually. Informal appraisals can be conducted whenever the managers feel it as necessary.

**METHODS OF PERFORMANCE APPRAISAL****TRADITIONAL METHOD****1. GRAPHIC RATING SCALE**

It is one of the oldest and widely used method, the judgement about the performance are recorded on a scale. Printed appraisal forms containing behaviour and trait based qualities, skills abilities of the employees are given to the employees, these forms contain rating of scales, this rating scales are of two types continuous rating scale and discontinuous rating scale. In continuous rating scale the order like 0, 1,2,3,4 and 5. In discontinuous scale he appraiser assigns the point to each degree

**2. RANKING METHOD**

In this method all the employees are ranked according to their work from best to worst based upon some characteristics

**3. PARED COMPARISON METHOD**

In this method the performance of one employee is compared with all other employees in the group ne at a time which can be denoted as follows

$$N(N-1)/2$$

**4. FORCED DISTRIBUTION METHOD**

In this technique the rater rate his employees at the higher or at the lower end of the scale, the appraiser use 5 point rating scale. This technique is mainly developed to prevent the rate rating too high or too low

**5. CHECKLIST METHOD**

The checklist is a simple rating technique which he supervisor is given a list of statements or words and asked to check statements representing the characteristics and performance of each employees

**6. CRITICAL INCIDENT METHOD**

Basing on the parameters the employer should maintain a note book which is called black book, in this he employer note the time to time performance according to that they evaluate the performance of the employee

**7. GROUP APPRAISAL**

In this method an employee is appraised by a group of appraisers. This group contains the immediate supervisor of the employee, who have close contact with the employees work.

**8. ESSAY OR FREE FORM APPRAISAL**

This method requires the manager to write a short essay describing each employee's performance during the rating period. The time involved in writing separate essays about each employee can be formidable.

**9. CONFIDENTIAL REPORTS**

Evaluating the employee's performance confidentially by a traditional method of performance appraisal. Under this method the superior appraises the performance of his subordinates based on his observations, judgement and intuitions. The superior keeps his report and judgement confidentially

**MODERN METHODS****1. BEHAVIOURLY ANCHORED RATING SCALE (BARS)**

This method combines he elements of traditional rating scale and critical incident method. However, whereas the BARS is often regarded as a superior performance appraisal method. BARS can be developed using data collected through the critical incident technique or through the use of comprehensive data about the tasks performed by a job incumbent, such as might be collected through a task analysis.

**2. ASSESSMENT CENTRE**

An assessment centre is a process where candidates are assessed to determine their suitability for specific types of employment, especially management or military command. This method of appraising was first applied in German army in 1930 in this approach individuals from various departments are brought together to spend two or three days, observers rank the performance of each and every participants in order of merit.

**3. HUMAN RESOURCE ACCOUNTING**

Human resource accounting is the process of identifying and reporting investments made in the human resources of an organization that are presently unaccounted for in the conventional accounting practices. Cost of the employee includes cost of manpower planning, recruitment, selection, induction, placement, training, development, wages and benefits etc.

**4. MANAGEMENT BY OBJECTIVES (MBO)**

Management by objectives is a process where the superior subordinate managers of the organisation jointly identify its common goals; MBO focuses attention on participatively set goals that are tangible, verifiable, and measurable.

**5. PSYCHOLOGICAL APPRAISAL**

These appraisals are more directed to assess employee's potential for future performance rather than the past one. It is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics affecting his performance. This approach is slow and costly and may be useful for bright young members who may have considerable potential.

**EMPLOYEE PERFORMANCE TOWARDS INDUSTRIES**

The success and failure of every organisation depends upon the performance of the employee, particularly in the manufacturing industries it is mandatory. It includes the strategic plans and targets need to achieve performance management used to derive results through a focused execution. Performance management as a backbone to the industry as it combines all the functional groups together to attain the organisational goals and objectives collectively.

**PERFORMANCE MANAGEMENT IN SUGAR INDUSTRIES****SUGAR INDUSTRY AN OVERVIEW**

After Brazil, India is the largest sugar producer in the world and it leads in sugarcane production. Brazil accounts for approximately 22 percent of the global sugar production and India contributes almost 14 percent. India produces 34,818,700 tons of sugar annually. Cultivation of sugarcane is the main source of sugar production in India and it is called cane sugar. 70% of sugar is produced from sugarcane and the remaining 30% of sugar comes from sugar beet. In India, the major sugar producing states are Maharashtra, Gujarat, Uttar Pradesh, Haryana, Tamil Nadu, Punjab, Karnataka, Bihar and Andhra Pradesh. One of the major reasons is the better conditions available for cultivation of sugar cane.

**TYPES OF SUGAR INDUSTRIES IN INDIA**

The sugar industry can be divided into two sectors including organized and unorganized sector. Sugar factories belong to the organized sector and those who produce traditional sweeteners fall into unorganized sector. Gur and khandsari are the traditional forms of sweeteners.

**SUGAR PRODUCTION IN INDIA**

In the 2014-15 crushing season, the sugar production of India has seen an increase of 11.5 percent. The Indian Sugar Mills Association (ISMA) says that as of 31st March, India had produced 24.72 million tonnes of sugar and this was an addition of 2.84 million tonnes to the sugar production of 2013-14. It is estimated that in the 2015-16 season, 24.8 million tonnes of sugar will be consumed. It is expected that in 2017, Indians will be consuming almost 28.5 million tonnes of sugar.

**SUGAR INDUSTRY IN ANDHRA PRADESH**

Andhra Pradesh (AP) abounds in the number of private sector sugar companies in India along with Tamil Nadu and Karnataka. Today, the state of Andhra Pradesh sugar industry ranks 3rd in terms of recovery and 5th in terms of cane crushing. As per production capacity is concerned, Andhra Pradesh stands at the position 5th in India. The agricultural labourers who has sugarcane harvesting and cultivation are employed in the sugar industry in the state of Andhra Pradesh. The state of Andhra Pradesh sugar industry can be classified into two parts such as organized sector including sugar mills and unorganized sector including manufacturers of gur (jaggery) and khandsari. The unorganized sector is often referred to as the rural industry. The rural industry plays major role in the level of production.

**NEED OF PERFORMANCE MANAGEMENT IN SUGAR INDUSTRY**

1. Employee performance evaluation helps the manager to know about his/her employee organisational as well as the individual behaviour, through this the manager can identify the top performers for the further development and establishing a pay for performance compensation plan.
2. By evaluation process the employee turnover can be reduced, because the evaluation process provides the basic parameters which can retain the employee in the organisation for a long period of time.
3. One of the key objectives in an employee performance evaluation is to address any of the areas that are most closely related to the employee's ability to reach his or her personal goals and contribute to the team.

**PROBLEMS OF PERFORMANCE EVALUATION**

The number of problems may present he appraisal schemes from being as effective as they should be.

1. Organisation not being clear about the purpose of the appraisal.
2. Link with pay, preventing open discussion of problems.
3. Keeping information secret from the employees due to lack of clarity.

**SOURCE OF DATA**

This study is purely depending on secondary data which is collected through journals magazines, internet, articles, from various text books.

**CONCLUSION**

The effective performance management system is essential for every organisation for better growth and development, performance evaluations are helpful to the productivity of the organisation. It provides the tools and techniques that are used to derive the results of employee performance, these tools have the ability to make every employee productive toward the organisation. This is the only one process to manage the organisation in right way. Performance evaluation enables the employee to know how well he performing his job. It creates a healthy relation between the employees and employers. Therefore, the performance management system is essential for employee's development and also for success of organisation.

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