

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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## AN ARTICLE ON PERFORMANCE APPRAISAL: A STUDY WITH REFERENCE TO KIRLOSKAR ELECTRIC CO. LTD., MYSORE

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### ABSTRACT

*The study finds out that the performance appraisal mainly depends on many factors that regulate the standard operating procedure. In the process of following the standard operating procedures set by the organization, there will be a chance for some minor changes, that would make the factors either related or unrelated. In this case there no strong correlation between the responsibilities, accountability and the job satisfaction. It means that any employee has entered to the work place with a certain level of satisfaction and they would exactly know of what is to be done. Therefore, responsibilities of the supervisor and the individual employee's job satisfaction do not show a strong correlation. The inference of this gives insight to many other factors that might show a better correlation related to job satisfaction.*

### KEYWORDS

Kirloskar Electric Co. Ltd., performance appraisal.

### INTRODUCTION

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. But this is not very helpful, for the same may be said about almost everything in the field of modern human resources management. As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of the Second World War - not more than 60 years ago. Yet in a broader sense, the practice of appraisal is a very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession! There is, says Dulewicz (1989), "... A basic human tendency to make judgements about those one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate. Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order.

Little consideration, if any, was given to the developmental possibilities of appraisal. If was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well. Sometimes this basic system succeeded in getting the results that were intended; but more often than not, it failed. For example, early motivational researchers were aware that different people with roughly equal work abilities could be paid the same amount of money and yet have quite different levels of motivation and performance. These observations were confirmed in empirical studies. Pay rates were important, yes; but they were not the only element that had an impact on employee performance. It was found that other issues, such as morale and self-esteem, could also have a major influence. As a result, the traditional emphasis on reward outcomes was progressively rejected. In the 1950s in the United States, the potential usefulness of appraisal as tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time.

Performance appraisal is one of the most important requirements for all successful business and human resource policy (Kressler, 2003). Rewarding and promoting effective performance in organization, as well as identifying ineffective performers for resource management (Pulakos, 2003). The ability to conduct performance appraisal relies on the ability to assess an employee's performance in a fair and accurate manner. Evaluating employee performance is a difficult task. Once the supervisor understands the nature of the job and the source of information, the information needs to be collected in a systematic way, provided as feedback and integrated into the organization's performance management processor use in making compensation, job placement and training decisions and assignment (London, 2003)

Performance evaluations have been conducted since the times of Aristotle (Landy, Zedeck, Cleveland, 1983). The earliest formal employee performance evaluation program is thought to have originated in the United States military establishment shortly after the birth of the republic (Lopez, 1968). The measurement of an employee's performance allows for rational administrative decisions at the individual employee level. It also provides for the raw data for the evaluation of the effectiveness of such personnel-system components and processes as recruiting policies, training program, selection rules, promotional strategies and reward allocations (Landy, Zedeck, Cleveland, 1983). In addition, it provides the foundation for behaviorally based employee counseling. In the counseling setting, performance information provides the vehicle for increasing satisfaction, commitment and motivation of the employee. Performance measurement allows the organization to tell the employee something about their rates of growth, their competencies and their potentials. There is little disagreement that if well done, performance measurements and feedback can play a valuable role in effecting the organization (Landy, Zedeck, Cleveland, 1983). Performance Appraisal is the process of obtaining, analyzing and recording information about the relative worth of all employees. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee which is important for the organisations. Its aim is to measure what an employee does. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees.

### CONTENTS

People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different people. Therefore, performance appraisal is necessary to understand each employee's abilities, competencies and relative merit and worth for the organization. Performance Appraisal rates the employees in terms of their performance. Performance Appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employee. Performance Appraisal process must be done in any organization in an effective manner under proper management, so HR division must be involved here directly because HRD deals with the viewpoint of personal development, work satisfaction of workers and involvement in the organization. Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance Appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.



Performance Appraisal is one of the key functions of human resource management. To achieve the target goals of the organization, human resources manager has to be very cautious about the performance of the manpower of the organization. Performance is appraised on specific periodic basis. It helps supervisors gain a better understanding of each employee's abilities with the goal to help, train and develop skills and strengths. It provides a chance to evaluate job progress, stimulate interest and improve job performance by recognizing productive work and by pointing out areas of growth and development. It provides a feedback mechanism that might otherwise be overlooked. So, performance appraisal is a continuous process. Performance Appraisal is defined as the process of assessing the performance and progress of an employee or a group of employees on a given job and his / their potential for future development. It consists of all formal procedures used in working organizations and potential of employees. According to Flippo, —Performance Appraisal is the systematic, periodic and an important rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.

### OBJECTIVES

1. To study the relationship between responsibility and job satisfaction.
2. The study would help the organization in meeting its future professional understanding on the factors.
3. The study will help the individuals in their group by improving their knowledge as well as skill.

### METHODOLOGY

I have taken 60 people in my sample size as the sample size should be neither so small nor so large. Conducted the survey and used correlation as a tool to analysis to find the relationship between responsibilities of the supervisor with respect to level of satisfaction of the job.

#### Correlation

y- Responsibility and accountability by supervisor.

x- Level of satisfaction of job.

TABLE 1

Factors Yes / No					
Poor to Excellent Frequency	X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
00 -15	35	06	210	1225	36
15 -30	12	26	312	144	676
30 - 45	08	24	192	64	576
45 - 60	05	04	20	25	16
Total	? X = 60	? Y = 60	? XY = 734	? X <sup>2</sup> = 1458	? Y <sup>2</sup> = 1304

$$R = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

$$R = \frac{4(734) - (60)(60)}{\sqrt{4(1458) - (60)^2} \sqrt{4(1304) - (60)^2}}$$

$$R = \frac{2936 - 3600}{\sqrt{(5832 - 3600) (5216 - 3600)}}$$

$$R = -664 / \sqrt{2232 \times 1616}$$

$$R = -664 / \sqrt{3606912}$$

$$r = -664 / 1899.18$$

$$R = -0.3496$$

There is no strong correlation between X and Y factors.

### CONCLUSION

Performance appraisal mainly depends on many factors that regulate the standard operating procedure. In the process of following the standard operating procedures set by the organization, there will be a chance for some minor changes, that would make the factors either related or unrelated. In this case there no strong correlation between the responsibilities, accountability and the job satisfaction. It means that any employee has entered to the work place with a certain level of satisfaction and they would exactly know of what is to be done. Therefore, responsibilities of the supervisor and the individual employee's job satisfaction do not show a strong correlation. The inference of this gives insight to many other factors that might show a better correlation related to job satisfaction.

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