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PERFORMANCE APPRAISAL OF EMPLOYEES IN RASTRIYA ISPAT NIGAM LIMITED, VISAKHAPATNAM**ADARI TULASEE NAIDU****RESEARCH SCHOLAR****DEPARTMENT OF COMMERCE & MANAGEMENT STUDIES****ANDHRA UNIVERSITY****VISAKHAPATNAM****Dr. G. SATYANARAYANA****HEAD & CHAIRMAN****FACULTY OF COMMERCE & MANAGEMENT STUDIES****DEPARTMENT OF COMMERCE & MANAGEMENT STUDIES****ANDHRA UNIVERSITY****VISAKHAPATNAM****ABSTRACT**

Performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. It is utilized to track individual contribution and performance against organizational goals and to identify individual strengths and opportunities for future improvements and assessed whether organizational goals are achieved or serves as basis for the company's future planning and development. This article examined the status of the performance appraisal system of Rastriya Ispat Nigam Limited (RINL), Visakhapatnam its implication to employee's performance. Rastriya Ispat Nigam Limited (RINL), Visakhapatnam also called as Steel Plant, Visakhapatnam and Visakhapatnam Steel Plant. This article elaborate light on the relationship between employee performance appraisal with employees' performance and job satisfaction. The respondents of this study were tenured employees. Quantitative and qualitative method of research was utilized in the gathering of data. Interviews, focus group discussion and survey questionnaires were the main instrument used in this study. The result of the study showed that the performance appraisal system of the company is in place, aligned with the vision and mission of the institution, and is accurate in terms of content and purpose. On the other hand, the results reflected that the performance appraisal system of the company has brought about both positive and negative impact on the employee's performance. Further, the respondents identified some major gaps in the implementation of the company's appraisal system: no appropriate rewards are given to best employees, appraisal system was not fully explained to employees, no feedback of results and employees do not participate in the formulation of evaluation tools. It is recommended that the company should revisit and redesign its appraisal system that is aligning to its vision and mission towards the attainment of its organizational goals.

KEYWORDS

performance appraisal, employee efficiency, employee motivation, employee reward system, human resource development.

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1. INTRODUCTION

A performance appraisal system can be a powerful tool of HRD when it is used to help an employee understand his tasks and the means of achieving them, identify the strengths and weaknesses relevant to his job, and acquire new competencies for self-development in the job. Appraisal is the evaluation of worker, quality or merit. In the organizational context, performance appraisal is a systematic evaluation of personnel by superiors or others familiar with their performance. Performance appraisal is also described as merit rating in which one individual is marked as better or worse in comparison to others. The basic purpose of merit rating is to ascertain an employee's eligibility for promotion. However performance appraisal would be used to decide training and development, salary increase, transfer and discharge also, performance appraisal is the process of evaluating the performance and qualifications of the employee in terms of the requirements of the job for which he is employed, for the purposes of administration including placement, selection for promotion, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally. Performance appraisal is not something new. The appraisal system existed as early as 221 A.D., though the nature of appraisal was not so formal and the tools used were not so scientific. In fact, the appraisal gained momentum in the post Second World War period with the advent of professionalization in management. (Charles, 1983). At the early stages, the appraisal was done just on the basis of the degree to which a person possessed certain traits, which were considered essential for effective performance of a particular task. Thus the appraisal of an individual, a group and an organization is common practice. 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 of evaluation of work performance it really dates from the time of the Second World War. However, in a broader sense, the practice of performance appraisal is a very ancient art. It is supported in Dulewicz's (1989) words, as 'a basic human tendency is to make judgments about one's own working within, as well as in relation to others.' Thus the appraisal is a part of life, which provides feedback of strengths and weaknesses of a performing work. Appraisal, as 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.

2. OBJECTIVES OF PERFORMANCE APPRAISAL

The objectives of performance appraisal are as follows:

1. SALARY INCREASE

Performance appraisal plays a role in making decision about salary increase. Normally salary increase of an employee depends on how he is performing his job. The hike in salary to different employees may be according to their efficiency and ranking.

2. PROMOTION

Performance appraisal plays a role in making decision about promotion. Normally internal promotion of an employee depends on how he is performing his job. There is continuous evaluation of his performance either formally or informally. Most of the organizations often use a combination of merit and seniority for promotion. Performance appraisal precedes promotion decision.

3. TRAINING AND DEVELOPMENT

Performance appraisal tries to identify the strengths and weaknesses of an employee on his present job. This information can be used for devising training and developing programmes appropriate for overcoming weakness of the employees. In fact, many organizations use performance appraisal as a mean for identifying training needs of employees.

4. FEEDBACK

Performance appraisal provides feedback to employees about their performance. It tells them where they stand. A person works better when he knows how he is working, how his efforts are contributing to the achievement of organisational objectives. Besides, if they know their weakness, they will try to overcome them.

5. PRESSURE ON EMPLOYEES

Performance appraisals put a sort of pressure on employees for better performance. If the employees are conscious that they are being appraised in respect of certain factors and their future largely depends on such appraisal, they tend to have positive and acceptable behaviour in this respect. Thus, appraisal can work automatically as a control device.

Methods of performance appraisal:

➤ Time-honoured methods:

For a long time, the following methods were used:

- Ranking method
 - Paired comparison
 - Grading
 - Forced distribution method
 - Forced choice method
 - Checklist method
 - Critical incidents methods
 - Graphic scale method
 - Essay method
 - Confidential reports
 - Field Review method
- In recent times the additional methods used are:
- Appraisal by results or objectives or goals
 - Behaviourally anchored rating scales (BARS)
 - Assessment centres
 - 360-degree appraisal

3. RINL, VISAKHAPATNAM

Rastriya Ispat Nigam Limited (RINL), Visakhapatnam is the biggest manufacturing unit of steel in Visakhapatnam. RINL called as Steel plant, Visakhapatnam and Visakhapatnam Steel plant. This is the industry where they make use of huge and heavy machinery for the production of steel.

This is located southwest of Visakhapatnam Harbour and it is about 26km from Visakhapatnam city. The Government of India decided to establish integrated steel plant in Public Sector Undertaking at Visakhapatnam with a view to give impetus to Industrial growth and to meet the aspirations of the people of south India. So, the foundation of the plant is laid down by late Smt. Indira Gandhi in 1971. The township and the plant are built in the area of 27,000 acres with the capacity of producing 2.656 MT of saleable steel.

HR POLICY IN RINL

To realise the full potential of employees, the Company is committed to:

- i) Provide work environment that makes the employees committed and motivated for maximising productivity.
- ii) Establish systems for maintaining transparency, fairness and equality in dealing with employees.
- iii) Empower employees for enhancing commitment, responsibility and accountability.
- iv) Encourage team-work, creativity, innovativeness and high achievement orientation.
- v) Provide growth and opportunities for developing skill and knowledge,
- vi) Ensure functioning of effective communication channels with employees.

PERFORMANCE APPRAISAL MANAGEMENT IN RINL

Performance management is done in the Steel Plant through a well-designed performance appraisal system which comprises of setting up of tasks and targets at the beginning of the year, mid-term review of the progress, and evaluation at the end of each year. The mid-term review provides valuable feedback to the appraisee about the focus areas to improve his/her performance. Performance appraisal focuses on two aspects i.e. assessment of performance and identification of potential based on specific parameters which are fixed jointly by the employee and his/her controlling officer. The system provides key performance targets for each individual. The evaluation is done at three levels i.e. Reporting Officer, Reviewing Officer and the Performance Review Committee (PRC). PRC moderates the score within the appraisal group and gives final rating to the employees as 'Outstanding', 'A', 'B' and 'C'. Not more than 10 per cent of the employees are rated as 'Outstanding' and similarly the total 'A' and 'Outstanding' does not exceed 30 per cent of the employees. The performance management system in the Steel Plant provides a constant channel of communication and avenues for continuous improvement. The system has been helping to enhance the performance of individual employees, and through it, the performance of the organization as a whole.

4. OBJECTIVES OF THE STUDY

1. To know the Performance appraisal in RINL, Visakhapatnam.
2. To analyse the opinion on the part of the employees on performance appraisal in RINL, Visakhapatnam.

5. METHODOLOGY FOR THE STUDY

To fulfill the objectives of the study, primary and secondary data have been collected.

The primary data was collected through structured questionnaire on direct personal investigation method. The main source of primary data is the opinion of the employees in RINL, Visakhapatnam. The secondary data and information was collected from the annual reports, office records, documents, action plans and booklets of RINL, Visakhapatnam. Study relevant data was also procured from journals, periodicals, reference books, reports, records and other useful published and unpublished reports.

SCOPE OF THE STUDY

The present study confines to performance appraisal in RINL, Visakhapatnam. The study covers the opinion of the employees on performance appraisal. In general it also tries to look into the interpersonal relations among the employees and other environment factors which can impact the relationship in an organization. And the opinion of the employees in respect of performance appraisal and satisfaction and dissatisfaction levels of the employees.

SAMPLE SIZE OF THE STUDY

There are around 16,574 employees working at RINL, Visakhapatnam. Out of this total number, the researcher has taken a sample of one percent of the employees based on simple random sampling technique. Sample size is 165 respondents.

TABLE A

Staff group	No. of employees	One per cent sample from each group
Executives	3532	35
Non-executives	4313	43
Management trainees	7624	76
Junior officers	1105	11
Total	16574	165

6. ANALYSIS

Employees' Opinion on Training and Development Programmes in RINL, Visakhapatnam

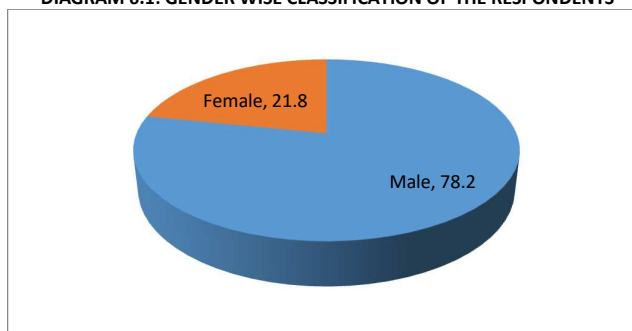
GENDER WISE CLASSIFICATION

TABLE 6.1: GENDER WISE CLASSIFICATION OF THE RESPONDENTS

Gender	No. of respondents	Percentage
Male	129	78.2
Female	36	21.8
Total	165	100.0

Source: Field Survey

DIAGRAM 6.1: GENDER WISE CLASSIFICATION OF THE RESPONDENTS



From the above table it may be observed that, male respondents are more than female respondents. Out of 100 per cent respondents 78.2 per cent of the respondents were male and the remaining 21.8 per cent of the respondents were female.

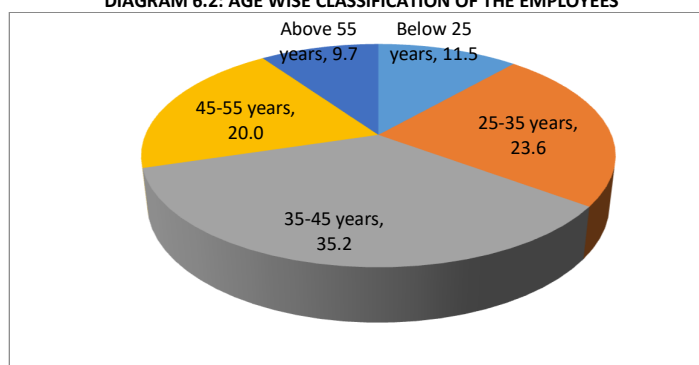
AGE WISE CLASSIFICATION

TABLE 6.2: AGE WISE CLASSIFICATION OF THE EMPLOYEES

Age	No. of respondents	Percentage
Below 25 years	19	11.5
25-35 years	39	23.6
35-45 years	58	35.2
45-55 years	33	20.0
Above 55 years	16	9.7
Total	165	100.0

Source: Field Survey

DIAGRAM 6.2: AGE WISE CLASSIFICATION OF THE EMPLOYEES



In RINL major portion of the respondents 35.2 per cent were in the age group of 35 to 45 years, about 23.6 per cent of the respondents were in the age group of 25 to 35 years, about 20.0 per cent of the respondents were in the age group of 45 to 55 years, about 11.5 per cent of the respondents were in the age group of below 25 years and the remaining 9.7 per cent of the respondents were in the age group of above 55 years.

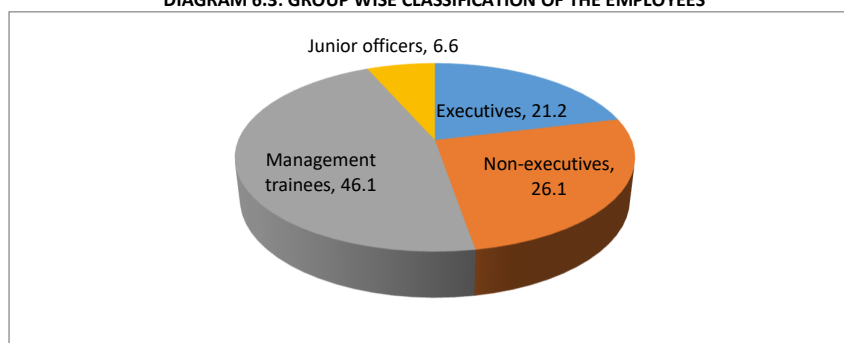
GROUP WISE EMPLOYEE CLASSIFICATION

TABLE 6.3: GROUP WISE CLASSIFICATION OF THE EMPLOYEES

Staff group	No. of employees	One per cent sample from each group
Executives	35	21.2
Non-executives	43	26.1
Management trainees	76	46.1
Junior officers	11	6.6
Total	165	100.0

Source: Field Survey

DIAGRAM 6.3: GROUP WISE CLASSIFICATION OF THE EMPLOYEES



In respect to the group wise classification of the respondents, about 21.2 per cent of the respondents were executives, about 26.1 per cent of the respondents were Non-executives, about 46.1 per cent of respondents were Management trainees, and the remaining 6.6 per cent of the respondents were junior officers in RINL. Majority of the respondents were management trainees in RINL, Visakhapatnam.

OPINION OF THE EMPLOYEES ON PERFORMANCE APPRAISAL

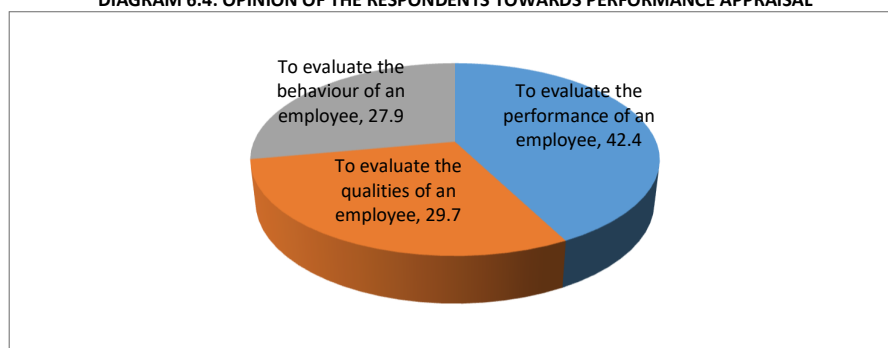
Performance appraisal is one of the vital techniques of Human Resource Development in the organisation. Performance appraisal is a method of evaluating the behavior of the employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. Performance appraisal is the systematic description of an employee's job relevant strengths and weaknesses. It provides the top level authority for the purpose of decision making regarding post appraisal actions such as salary increase, promotions, incentives, rewards, transfers, demotions and punishments.

TABLE 6.4: OPINION OF THE RESPONDENTS TOWARDS PERFORMANCE APPRAISAL

Opinion	No. of respondents	Percentage
To evaluate the performance of an employee	70	42.4
To evaluate the qualities of an employee	49	29.7
To evaluate the behaviour of an employee	46	27.9
Total	165	100.0

Source: Field Survey

DIAGRAM 6.4: OPINION OF THE RESPONDENTS TOWARDS PERFORMANCE APPRAISAL



When the researcher asked the question, 42.4 per cent of the respondent opined that, the performance appraisal is to evaluate the performance of an employee and 29.7 per cent of the respondents opined that, performance appraisal is to evaluate the qualities of an employee whereas 27.9 per cent of the respondents opined that, the performance appraisal is to evaluate the behaviour of an employee. It may be noted that all the respondents in RINL got awareness regarding performance appraisal.

OPINION OF THE RESPONDENTS IN RESPECT OF SELF APPRAISAL

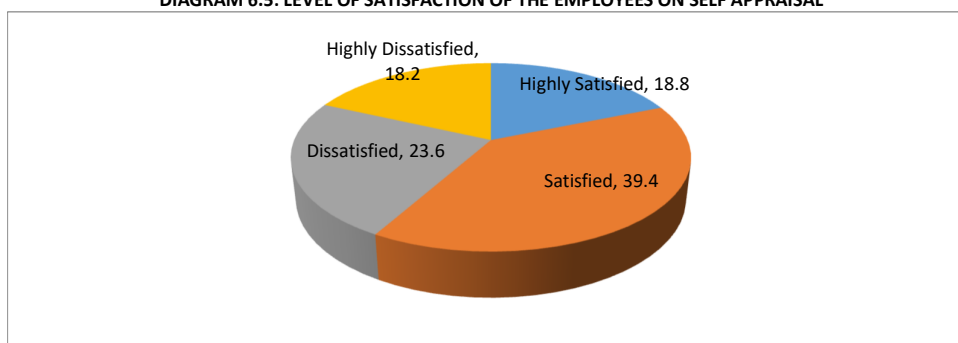
If the employees understand the objectives they are expected to achieve, the standards by which they are to be evaluated, they are to a great extent in the best position to appraise their own performance. Employees who appraise their own performance may become highly motivated.

TABLE 6.5: LEVEL OF SATISFACTION OF THE EMPLOYEES ON SELF APPRAISAL

Level of satisfaction	No. of respondents	Percentage
Highly Satisfied	31	18.8
Satisfied	65	39.4
Dissatisfied	39	23.6
Highly Dissatisfied	30	18.2
Total	165	100.0

Source: Field Survey

DIAGRAM 6.5: LEVEL OF SATISFACTION OF THE EMPLOYEES ON SELF APPRAISAL



From the above table it can be observed that, about 18.8 per cent of the respondents were highly satisfied, about 39.4 per cent of the respondents were satisfied, about 23.6 per cent of the respondents were dissatisfied and 18.2 per cent of the respondents were highly dissatisfied with self appraisal process in RINL.

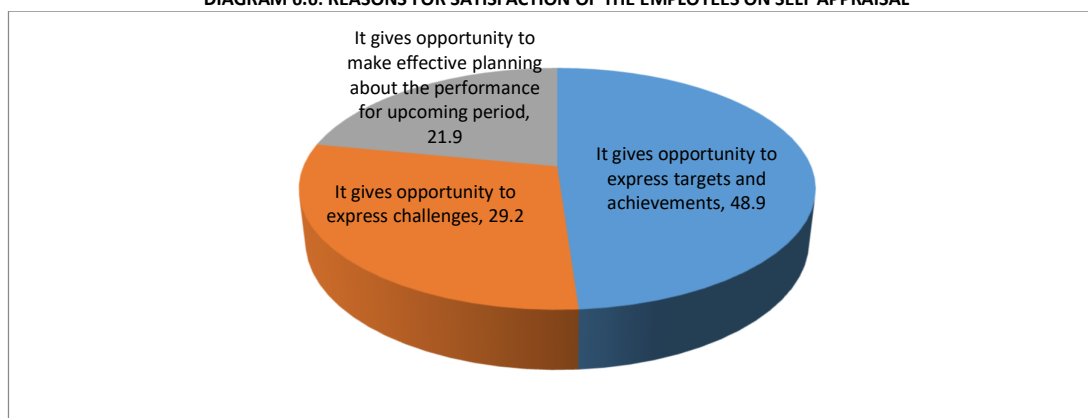
To make better understand about the self appraisal in RINL the researcher also collects the reasons for satisfaction and reasons for dissatisfaction of the employees.

TABLE 6.6: REASONS FOR SATISFACTION OF THE EMPLOYEES ON SELF APPRAISAL

Reasons	No. of respondents	Percentage
It gives opportunity to express targets and achievements	47	48.9
It gives opportunity to express challenges	28	29.2
It gives opportunity to make effective planning about the performance for upcoming period	21	21.9
Total	96	100.0

Source: Field Survey

DIAGRAM 6.6: REASONS FOR SATISFACTION OF THE EMPLOYEES ON SELF APPRAISAL



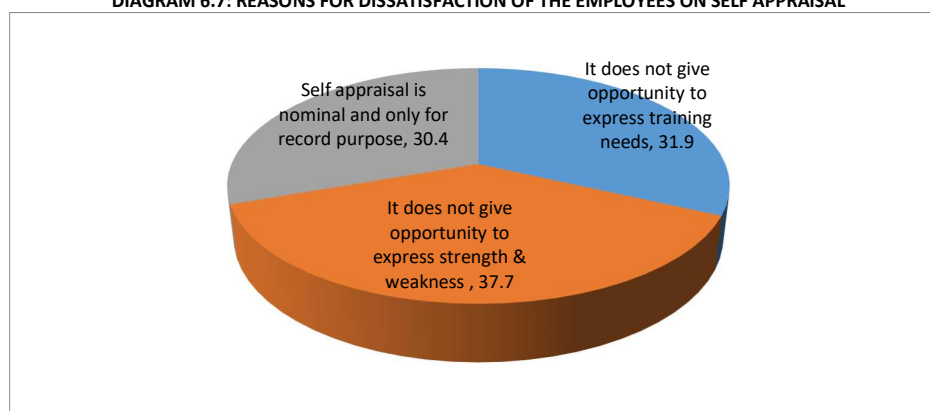
When the question asked by the researcher, about 48.9 per cent of the respondents have opined that, self appraisal gives opportunity to express targets and achievements of the employees whereas 29.2 per cent of the respondents have opined that, it gives opportunity to the employees to express their challenges and 21.9 per cent of the employees have opined that, self appraisal gives opportunity to the employees to make effective planning about their future performance.

TABLE 6.7: REASONS FOR DISSATISFACTION OF THE EMPLOYEES ON SELF APPRAISAL

Reasons	No. of respondents	Percentage
It does not give opportunity to express training needs	22	31.9
It does not give opportunity to express strength & weakness	26	37.7
Self appraisal is nominal and only for record purpose	21	30.4
Total	69	100.0

Source: Field Survey

DIAGRAM 6.7: REASONS FOR DISSATISFACTION OF THE EMPLOYEES ON SELF APPRAISAL

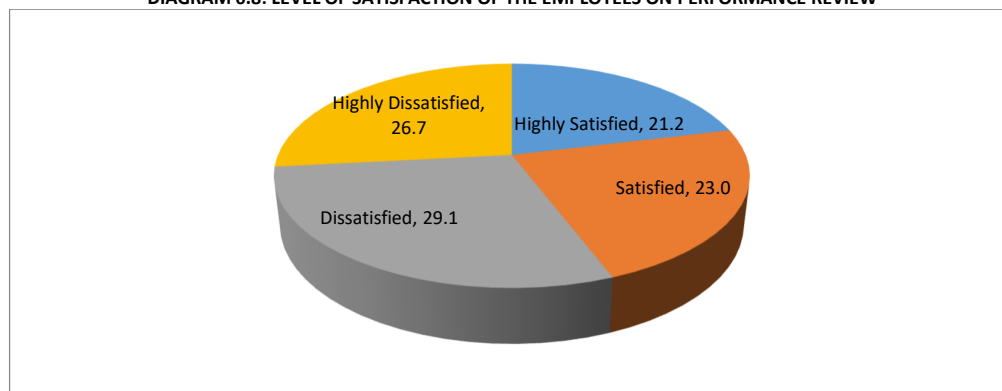


From the above table it can be observed that, about 31.9 per cent of the respondents have opined that, self appraisal does not give opportunity to express training needs in the future whereas 37.7 per cent of the respondents have opined that it does not give opportunity to express strength & weakness and 30.4 per cent of the respondents have opined that self appraisal is nominal and only for record purpose.

TABLE 6.8: LEVEL OF SATISFACTION OF THE EMPLOYEES ON PERFORMANCE REVIEW

Level of satisfaction	No. of respondents	Percentage
Highly Satisfied	35	21.2
Satisfied	38	23.0
Dissatisfied	48	29.1
Highly Dissatisfied	44	26.7
Total	165	100.0

Source: Field Survey

DIAGRAM 6.8: LEVEL OF SATISFACTION OF THE EMPLOYEES ON PERFORMANCE REVIEW

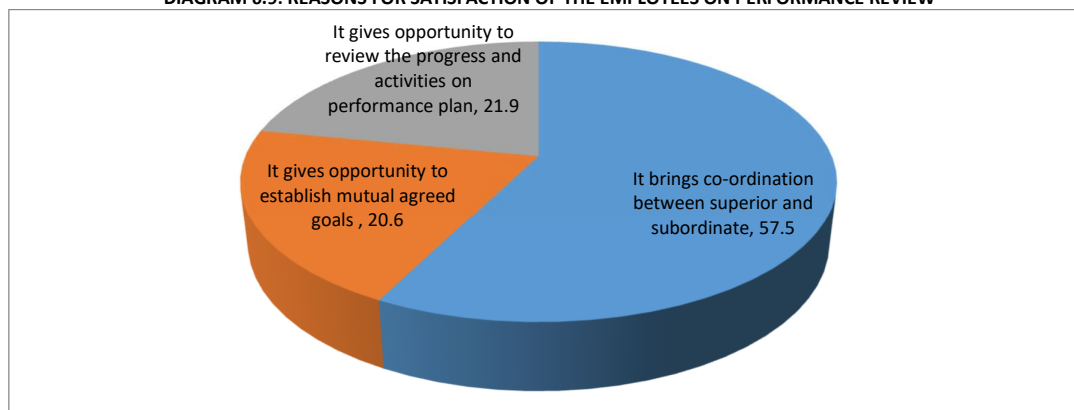
From the above table it can be observed that, about 21.2 per cent of the respondents have opined that they were highly satisfied with performance review, and 23.0 per cent of the respondents have opined that, they were satisfied and 29.1 per cent of the respondents have opined that they were dissatisfied and the remaining 26.7 per cent of the respondents have opined that they were highly dissatisfied with performance review in RINL. Nearly 44 per cent of the respondents were not satisfied with performance review RINL. The researcher also collected the reasons for satisfaction and dissatisfaction on performance review.

The researcher has taken the ratings of highly satisfied and satisfied as satisfied rating and the ratings of dissatisfied and highly dissatisfied as dissatisfied rating to understand effectively.

TABLE 6.9: REASONS FOR SATISFACTION OF THE EMPLOYEES ON PERFORMANCE REVIEW

Reasons	No. of respondents	Percentage
It brings co-ordination between superior and subordinate	42	57.5
It gives opportunity to establish mutual agreed goals	15	20.6
It gives opportunity to review the progress and activities on performance plan	16	21.9
Total	73	100.0

Source: Field Survey

DIAGRAM 6.9: REASONS FOR SATISFACTION OF THE EMPLOYEES ON PERFORMANCE REVIEW

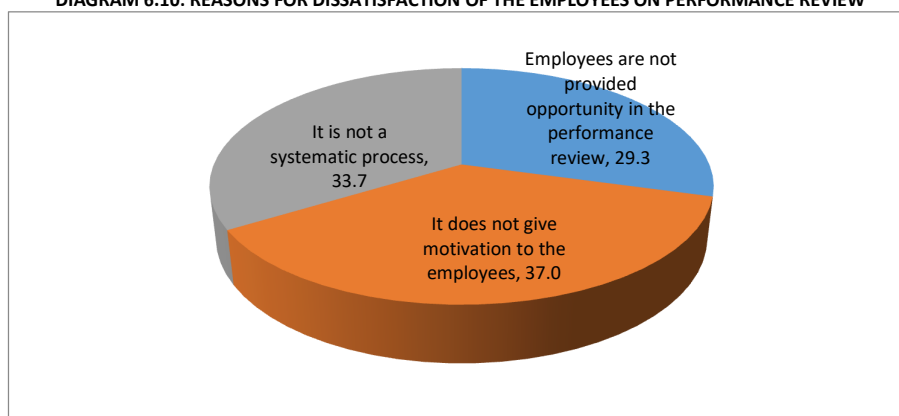
From the above table it can be observed that, In RINL about 57.5 per cent of the respondents have satisfied as performance review brings coordination between superior and subordinate, about 20.6 per cent of the respondents have satisfied with performance review as it gives opportunity to establish mutual agreed goals and the remaining 21.9 per cent of the respondents have satisfied as performance review gives opportunity to review the progress and activities on their future performance.

TABLE 6.10: REASONS FOR DISSATISFACTION OF THE EMPLOYEES ON PERFORMANCE REVIEW

Reasons	No. of respondents	Percentage
Employees are not provided opportunity in the performance review	27	29.3
It does not give motivation to the employees	34	37.0
It is not a systematic process	31	33.7
Total	92	100.0

Source: Field Survey

DIAGRAM 6.10: REASONS FOR DISSATISFACTION OF THE EMPLOYEES ON PERFORMANCE REVIEW



From the above table it can be observed that, about 29.3 per cent of the respondents have dissatisfied as performance review not provided opportunity to the employees to assess their performance and 37.0 per cent of the respondents have dissatisfied as performance review does not give motivation to the employees and 33.7 per cent of the respondents have dissatisfied as performance review is not a systematic process.

OPINION OF THE RESPONDENTS TOWARDS FEEDBACK SYSTEM

Feed back system is playing an important role in performance appraisal process. After the appraisal process, if the employees are rated high, naturally they are happy and feel their self esteem is high. On the other if they are rated low, then they are unhappy but the fact is fact, and the fact should be known to them. Their plus points should be listed out and their weaknesses may be put clearly through counselors.

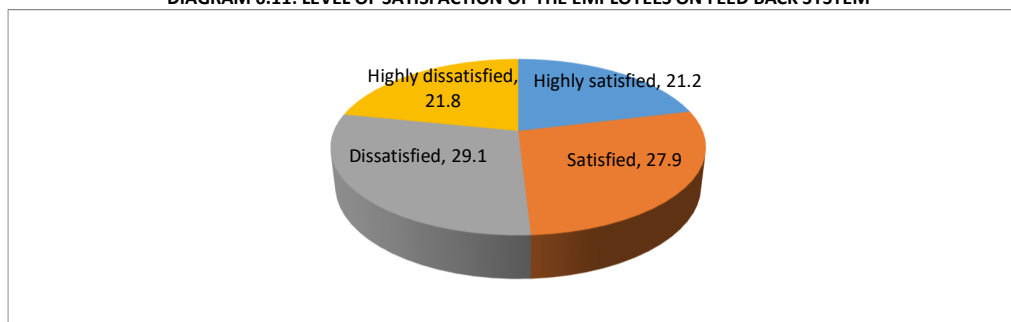
Feed back system helps the talented employees to prove their performance and there is a chance to improve their performance in an efficient and effective manner. It helps low talented employees to enhance their skills and talent. The researcher made an attempt whether the employees got awareness about the feedback system or not.

TABLE 6.11: LEVEL OF SATISFACTION OF THE EMPLOYEES ON FEED BACK SYSTEM

Level of satisfaction	No. of respondents	Percentage
Highly satisfied	35	21.2
Satisfied	46	27.9
Dissatisfied	48	29.1
Highly dissatisfied	36	21.8
Total	165	100.0

Source: Field Survey

DIAGRAM 6.11: LEVEL OF SATISFACTION OF THE EMPLOYEES ON FEED BACK SYSTEM



From the above table it can be observed that, about 21.2 per cent of the respondents have opined that they were highly satisfied with feedback system and 27.9 per cent of the respondents were opined that they have satisfied with feedback system and 29.1 per cent of the respondents have opined that they were dissatisfied with feedback system and the remaining 21.8 per cent of the respondents have opined that, they were highly dissatisfied with feedback system in RINL.

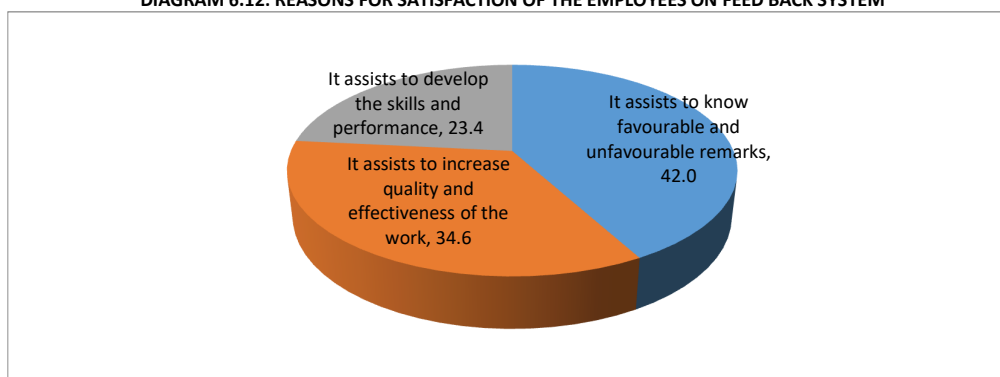
The researcher also collected the reasons for satisfaction and dissatisfaction of the employees on feedback system in RINL.

TABLE 6.12: REASONS FOR SATISFACTION OF THE EMPLOYEES ON FEED BACK SYSTEM

Reasons	No. of respondents	Percentage
It assists to know favourable and unfavourable remarks	34	42.0
It assists to increase quality and effectiveness of the work	28	34.6
It assists to develop the skills and performance	19	23.4
Total	81	100.0

Source: Field Survey

DIAGRAM 6.12: REASONS FOR SATISFACTION OF THE EMPLOYEES ON FEED BACK SYSTEM



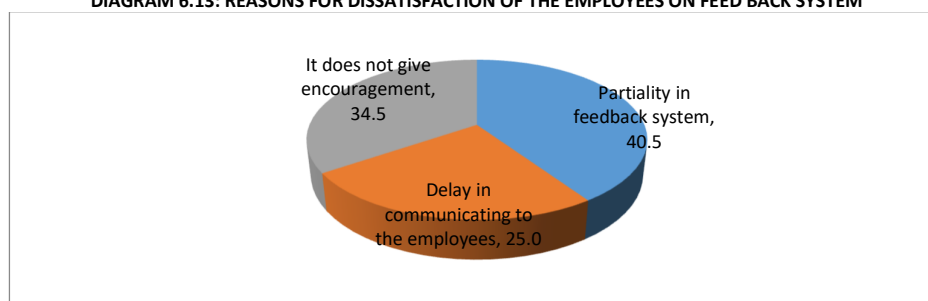
From the above table it can be observed that about 42.0 per cent of the respondents have satisfied as feedback system assists to know favourable and unfavourable remarks of the performance, and 34.6 per cent of the respondents have satisfied as feedback system assists to increase quality and effectiveness of the work and 23.4 per cent of the respondents have opined that they have satisfied as feedback system assists to develop the skills and performance.

TABLE 6.13: REASONS FOR DISSATISFACTION OF THE EMPLOYEES ON FEED BACK SYSTEM

Reasons	No. of respondents	Percentage
Partiality in feedback system	34	40.5
Delay in communicating to the employees	21	25.0
It does not give encouragement	29	34.5
Total	84	100.0

Source: Field Survey

DIAGRAM 6.13: REASONS FOR DISSATISFACTION OF THE EMPLOYEES ON FEED BACK SYSTEM



From the above table it can be observed that in RINL about 40.5 per cent of the respondents have dissatisfied as superiors have partiality to make feed back of the employees and 25 per cent of the respondents have dissatisfied because delay in communicating the feed back to the employees and 34.5 per cent of the respondents have dissatisfied because feedback system does not give encouragement to the employees.

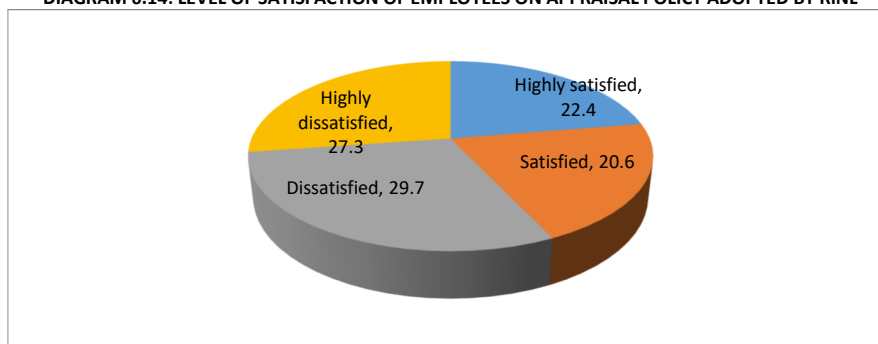
The researcher made an attempt to collect the level of satisfaction of employees on appraisal policy adopted by RINL. The ratings classified in four categories a) Highly satisfied b) Satisfied c) Dissatisfied d) Highly dissatisfied.

TABLE 6.14: LEVEL OF SATISFACTION OF EMPLOYEES ON APPRAISAL POLICY ADOPTED BY RINL

Level of satisfaction	No. of respondents	Percentage
Highly satisfied	37	22.4
Satisfied	34	20.6
Dissatisfied	49	29.7
Highly dissatisfied	45	27.3
Total	165	100.0

Source: Field Survey

DIAGRAM 6.14: LEVEL OF SATISFACTION OF EMPLOYEES ON APPRAISAL POLICY ADOPTED BY RINL



From the above table it can be observed that, about 22.4 per cent of the respondents were highly satisfied, about 20.6 per cent of the respondents were satisfied, about 29.7 per cent of the respondents were dissatisfied whereas the remaining 27.3 per cent of the respondents were highly dissatisfied with appraisal policy. Hence, majority of the respondents were dissatisfied with appraisal policy adopted by RINL.

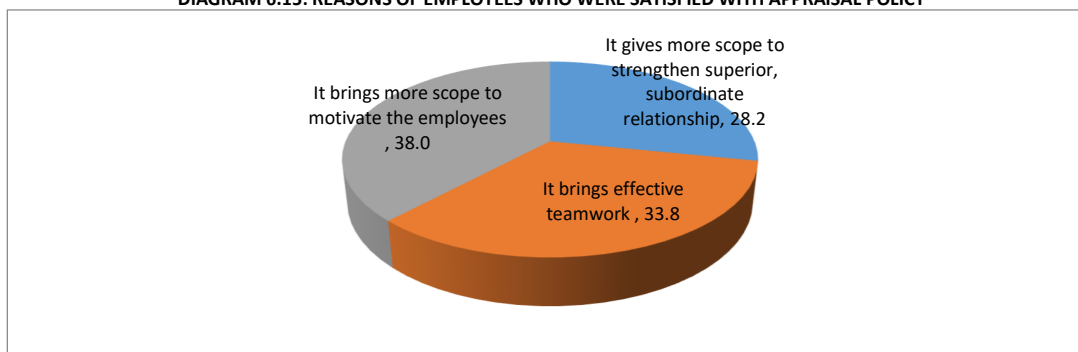
The researcher also collected the reasons for their satisfaction/dissatisfaction. To make better understanding. The researcher has taken the ratings highly dissatisfied and satisfied as satisfied rating and dissatisfied and highly dissatisfied as dissatisfied rating.

TABLE 6.15: REASONS OF EMPLOYEES WHO WERE SATISFIED WITH APPRAISAL POLICY

Reasons for agreed	No. of respondents	Percentage
It gives more scope to strengthen superior, subordinate relationship	20	28.2
It brings effective teamwork	24	33.8
It brings more scope to motivate the employees	27	38.0
Total	71	100.0

Source: Field Survey

DIAGRAM 6.15: REASONS OF EMPLOYEES WHO WERE SATISFIED WITH APPRAISAL POLICY



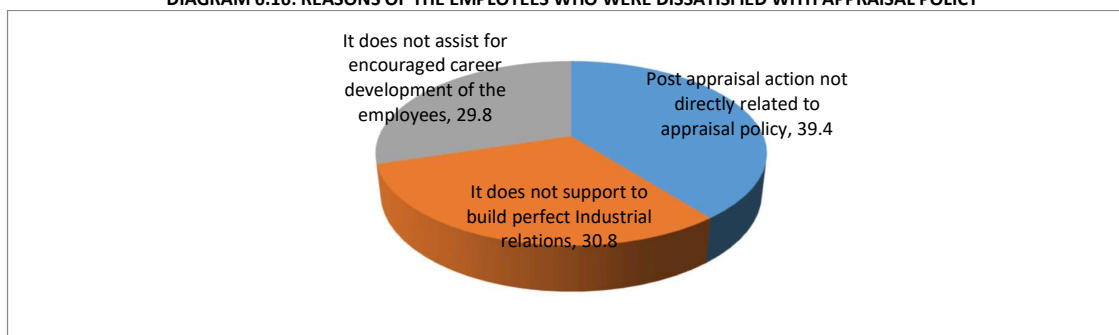
From the above table it may be observed that, In RINL 28.2 per cent of the respondents were satisfied that, RINL has taken a definite appraisal to upgrade H.R.D activities because appraisal policy gives more scope to strengthen superior, subordinate relationship, and 33.8 per cent of the respondents were satisfied as appraisal policy brings effective team work among the employees and 38.0 per cent of the respondents were satisfied as appraisal policy brings more scope to motivate the employees.

TABLE 6.16: REASONS OF THE EMPLOYEES WHO WERE DISSATISFIED WITH APPRAISAL POLICY

Reasons	No. of respondents	Percentage
Post appraisal action not directly related to appraisal policy	37	39.4
It does not support to build perfect Industrial relations	29	30.8
It does not assist for encouraged career development of the employees	28	29.8
Total	94	100.0

Source: Field Survey

DIAGRAM 6.16: REASONS OF THE EMPLOYEES WHO WERE DISSATISFIED WITH APPRAISAL POLICY



From the above table it can be observed that, 39.4 per cent of the respondents were dissatisfied that the RINL has not taken a perfect appraisal policy to upgrade HRD activities because post appraisal actions such as promotions, increments, punishments, not directly related to appraisal policy and 30.8 per cent of the respondents were dissatisfied because appraisal policy does not supports for career development of the employees.

OBSERVATIONS

- With respect to the reason for dissatisfaction, majority of the employees in the RINL said that, performance review was not a systematic process.
- It is found that, satisfaction of employees with feedback system is dissatisfaction was reported to be more in the RINL.
- It is found that self appraisal was part of the appraisal process in RINL, dissatisfaction was reported to be more in RINL. With respect to the reason for dissatisfaction, majority of the employees in the RINL said that self appraisal has not given opportunity to express strength and weakness, whereas employees for their dissatisfaction.
- When it comes to reasons for satisfaction/dissatisfaction, majority of the employees in the RINL reported that feedback system helped to know favourable and unfavourable remarks which are the reason for their satisfaction. With respect to the reason for dissatisfaction, majority of the employees in the RINL said that due to partiality in feedback.
- When it comes to satisfaction/dissatisfaction majority of the employees in the RINL reported that the appraisal policy provided motivation which is the reason for their satisfaction. With respect to the reason for dissatisfaction, majority of the employees in the RINL said that post appraisal action such as increments, bonus, promotions, transfers and punishment not directly related to appraisal policy.

SUGGESTIONS

- It is suggested that, to have a continuous improvement in qualities and skills of the employees, it is better to conduct performance appraisal once in a six.

- Dissatisfaction level of employees in respect of self appraisal process is found more, hence, it is suggested that to take necessary action while designing the process.
- In RINL majority of the employees were dissatisfied with performance review because employees were not provided opportunity in the review process and it did not give motivation to the employees. Hence it is suggested that, employee should be involved in the review process.
- In RINL partiality in feedback system is highly prevalent. It leads to collapse of Industrial relations in the organisation and there should not be any delay in communicating the feedback to the employees.
- It is suggested that, post appraisal actions either positive or negative should be based upon the performance of employees and should be directly related to the results of the performance appraisal process.
- Most of the objectives of employees in RINL are unchallenging, unrealistic and not timely reviewed and updated. This can be eliminated through effective performance appraisal policy.
- The HR Department should take sufficient care in the administration and designing content of HRD policies in respect of training and performance appraisal.
- Finally, it has been recommended that, despite fast growing globalization, importance of involvement of human element in RINL is found to be prominent and hence due priority be given to H.R. management in formulating effective HRD policies and strategies.

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