



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

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Website

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A STUDY OF HUMAN RESOURCE PERFORMANCE APPRAISAL SYSTEM WITH SPECIAL REFERENCE TO THE OUTSOURCES SKILED AND UNSKILLED WORKERS OF INTERNATIONAL TOBACCO COMPANY LIMITED, GHAZIABAD

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ABSTRACT

One of the widely used human resource development mechanism that goes a long way is systematically improving the performance level of an individual as well as organization is the performance appraisal system (P.A.S). Performance appraisal has become a very significant activity in most of the enterprise; it provides data about past, present and expected performance of the employees which is helpful in taking decision on selection training and development. I.T.C. being a giant sized industrial enterprise has adopted a scientific system of performance appraisal of its human resource the most widely used technique is the self appraisal system. The evaluation process comprises Establish performance standards, Communicate performance expectations to employees, Measure actual performance, Compare actual performance with standards, Discuss the appraisal with the employee, If necessary initial corrective action. Achievements have been received for the training and result have been obtained on the basis of Questionnaire related to work environment and personal motivation from outsources of skilled and unskilled workers for a total number of 400 skilled and 300 unskilled workers making a total of 700. Response indicates the Training program have been well organized and perceived by both at senior and junior levels generating a vibrant work culture. The survey indicated that the integrated approach has brought about a radical change in the overall performance of the employees particularly with reference to Clarity of role and responsibility at various levels; Inter personal relations and job relation have improved significantly, Motivation level and morale have gone up considerably, The program has helped the participants to introspect and modify their behavior and improved communication approach at various levels. These training programs and workshop have not only improved the overall climate and culture of the organization but also generated better quantity of life and satisfaction amongst the supervisors and workers in their personal lives.

KEYWORDS

Performance Appraisal System, Human, Tabacoo, Workers.

INTRODUCTION



Steering a public enterprise in to-day highly turbulent business environment marked by unexpected crisis situation and changing economic market phenomena is indeed a difficult proposition it becomes all the more difficult when the enterprise is a large multi product and multi divisional one dealing with diverse markets and operating from locations situated far and wide, to survive and grow in a company has constantly review and innovative H.R.D strategies.

The evaluation of the performance of employees is a key part of the function of staffing as the evaluation serves as a basis for judging the contribution and weaknesses of employees so that continuing efforts can be made to build a stronger and more effective organization.

Human resource are key organizational assets since organization performance depends on the quality of employee effort on their ability and motivation by raising the quality of individual employees contributions to production, organizations can make significant improvements in their performance.

Performance appraisal is a systematic way of evaluating a workers performance and his/her potential for development, this continuous monitoring of the performance and periodic evaluation helps in retaining promotional and retraining policies.

Performance can be appraised against some set standards to meet the needs of the organization and the employee, hence the technique must be sufficiently sensitive to pick up the difference between an effective and ineffective employee.

Appraisal has four major purposes

1. To let employees know formally how their current performance is being rated
2. To identify employees who deserve merit raises
3. To locate employees who need additional training
4. To identify candidates for promotion

I.T.C limited has a long history of 90 years the leader of Indian cigarette industry is a conglomerate of many diversified businesses having a overall turnover of Rs. 5000 crore from hotels & tourism, agro, paper, etc, it was an ideal case worth studying for any good manager or researcher.

RESEARCH OF THE PROBLEM

For the ever increasing complexity of challenge facing organization and the place of change, both signal the escalating pressures that will be brought to bear on human resource personnel to play proactive and strategic partner roles. Therefore, if PAS is implementing well, it can take the organization on a fast development track and faster productivity through commitment, motivated or competent people. Research findings indicate that performance appraisal system has a bearing on employee growth and productivity (Latham and Wexley, 1982).

While some organization have changed their appraisal systems in the last few years. Several others do not recognize the potential offered by it Performance Appraisal may have following objectives:

- Facilitating upward and downward communication and sensitizing senior executives to problems at lower levels;
- Developing and strengthening boss-subordinate relationships;
- Role clarity and performance planning.

NEED AND IMPORTANCE OF THE STUDY

Performance can be appraised against some set standards According to McGregor the format performance appraisal plans are designed to meet three needs, one of the organization and the other two of the individual. These are :-

- They provide systematic judgment to back up promotions, transfers, salary increments etc.
- They let the subordinate know where he stands and whether any changes are required in his behavior attitudes, skill or job knowledge.
- They are used as a base for coaching and counseling of the subordinates.

A sound performance appraisal system can be useful in:-

- Improving employee job performance by pinpointing the area or aspects that need improvement.
- Encouraging employees to express their views or to seek clarification on job duties.
- Serving as a predictor for future responsibilities.
- Serving as a key input for administering a formal organizational reward and punishment system.
- Preventing grievances, since the employees will know where they stand relative to their achievements
- Increasing the analytical ability of the supervisors, since they will be directly involved in making judgment about their work's performance level.

RESEARCH METHODOLOGY

The most effective performance appraisal system has the following characteristics: -

- The system must be bias-free. The evaluator must be objective and the methods of appraisal must be fair and equitable. The atmosphere must be that of confidence and trust.
- It must be relevant. It should only measure behaviors that are relevant to the successful job performance and not any other personal traits.
- It should be acceptable to all. The performance standards as well as the appraisal methods should be developed by joint participation and joint collaboration.
- It should be reliable, dependable, stable and consistent. High reliability is essential for correct decision making and validation studies. It should be sufficiently scientific, so that if an employee is evaluated by two different evaluators, then the result should be significantly the same.
- It must be able to objectively differentiate between a good employee and an ineffective employee. Rating an employee "average" does not adequately indicate the degree of effectiveness.

Performance appraisal has become a very significant activity in most of the enterprises. It provides data about past, present and expected performance of the employees which is helpful in taking decisions on selection, training and development, increase in pay, promotion, transfers, and the like. These days a large amount of money is spent on performance appraisal by most organizations. The benefits of performance appraisal are as follows:-

- It helps the supervisor to evaluate the performance of his employees systematically and periodically. It also helps him to assign that work to individuals for which they are best suited.
- Rating helps in guiding and correction of employees. The supervisor may use the result of the purpose of constructively guiding the employees in the efficient performance of work.
- The ability of the staff is recognized and can be adequately rewarded by giving them special increments.
- Performance appraisal can be used as a basis of sound personnel policy in relation to transfer and promotion. If the performance of an employee is better than other, he can be recommended for promotion, but if a person is not doing well on a job, he may be transferred to some other job.
- Rating can also be used to evaluate the training programmes. Weaknesses of employees are revealed by merit rating and the training programmes can be modified accordingly.
- Performance appraisal provides an incentive to the employees to better their performance in a bid to improve their rating over others.
- If the performance rating is done scientifically and systematically it will prevent grievances and develop a confidence amongst the employees because they are convinced of the impartial basis of evaluation. The records of merit rating are available in permanent form to protect the management against subsequent charges of discrimination which might be filed by the trade union leaders.

ABOUT ITC COMPANY

ITC Limited has a long history of about 90 years and now marched into the next millennium. ITCV, decidedly the leader of Indian cigarette industry, is a conglomerate of many diversified businesses having overall turnover to the tune of Rs. 5000 crore. The group having started from its core competency business of tobacco and financial services has evolved as leader in many other businesses such as hotels and tourism, agro-businesses, paper business, etc. During this course of development in business, the ITC has undergone many ups and downs in its business as well as managerial practices. Thus, it seems to be a case worth studying for any good manager or researcher.

It is the story of Scissors cigarette, the breadwinner brand of ITC, a doyen of Indian industry and the leader in cigarette. It is the story of ITC's struggle, with its breadwinner brand facing near extinction on account of competition. It is the story of how the company handled its dilemma-'to revive the brand or exit' - how it opted in favour of reviving the brand and how it succeeded in its mission.

The ITC Scissors case is essentially a story of effective product management. From 1921 to date, Scissors had a long product life. It has seen many ups and downs and suffered some of the worst set-backs; but everytime, it has risen to new peaks of excellence and growth. In view of this unique phenomenon, the Scissors case represents one of the best examples of effective PLC management. The case vividly portrays how the company evolved a superb product market strategy, how it handled the inescapable product decline with care and caution, how it retrieved the product to normalcy and prolonged almost limitlessly its mature and profitable life.

ITC has its head quarter at Virginia House, 37 Chowringhee Road, Calcutta. Its annual turnover is more than Rs. 6000 crores approximately and market capitalisation is more than Rs. 8,000 crores. It ranks 5th among the giant corporations. The company has network of branches & offices in the country. The Ghaziabad unit of the company is situated at Guldhar (Near Muradnagar) on the main Ghaziabad Meerut highway about 5 km from the heart of the city. It is connected with all important roads and highways. The production dept. of the company is fully air-conditioned because artificial humidification is very necessary for the manufacture of cigarettes. The total strength of the employees in Ghaziabad unit including temporary, casual and contract labour is about 2500.

In the year 1963-64, M/s NARHARI & CHAUDHARY CO. LTD., a leading Tobacco-Exporter of Guntur (A.P.) purchased the present premises of the company which was owned by a soap manufacturer. RAM INDUSTRIAL CORPORATION which is adjacent to the factory.

M/s NARHARI & CHAUDHARY CO. LTD. (known as NCC) was a leading Raw Tobacco Exporter to Czechoslovakia. One of the partners of the NCC had a Czech wife, who was related to the top official of SKODA. Taking advantage of the relationship, NCC managed to procure cigarette making machinery along with packing machines from SKODA on BARTER SYSTEM. These machines were installed in the present plot under dilapidated sheds.

In the year 1964-65, NCC made an alliance with another reputed and leading export house "NAV BHARAT ENTERPRISE PVT. LTD. GUNTUR" as NCC did not have adequate finance, technical know-how etc. to produce and market cigarettes. However, with this alliance a new company was formed titled as TOBACCO COMPANY PVT. LTD., having its registered office at Hyderabad (A.P.).

Subsequently, ITC employed some technical personnel from the then IMPERIAL TOBACCO COMPANY LTD., Bangalore and this attempt was not successful because of lack of funds. After hanging on for months together, they sold M/s ITC to M/s. MARCOPOLO & COMPANY LTD., Mumbai, the oldest tobaccoist who had the sole distributorship for M/s GODFREY PHILIPS INDIA LIMITED.

After reconstruction of the buildings, ITC started manufacturing on SKODA machines. The factory ultimately went into commercial production from 1967 against manufacturing charges of the GPI brands. D. MACROPOLO was a limited company and ITC became a limited company after take over. Over a period of time even D. MACROPOLO merged with GPI and ITC became a subsidiary of GPI. Since then there has been a continuous technological up-gradation in the factory which started increasing the filter cigarette production gradually and also started wrapping the cigarette packs. Also new generation tobacco cutting machines were installed to improve the quality.

In 1970 the IMPERIAL TOBACCO COMPANY of India changed its name to INTERNATIONAL TOBACCO COMPANY LTD. This holds a new programme of diversification, which was aligned to national priorities and the phased disinvestment in foreign equity.

QUESTIONNAIRE PERTAINING TO WORKING ENVIRONMENT AND PERSONAL MOTIVATION FOR OUTSOURCING AND OTHER PERCENTAGE WITH PIE DIAGRAM TECHNIQUES & METHODS OF PERFORMANCE APPRAISAL – MODERN TECHNIQUES

QUESTIONNAIRE FOR OUT SOURCE

SKILLED & UNSKILLED

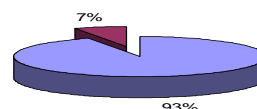
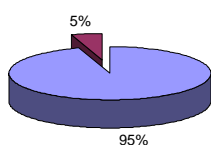
(Total No. 400 skilled & 300 Unskilled = 700)

Question pertaining to work Environment.

Skilled – 400 (Unskilled – 300)

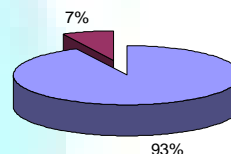
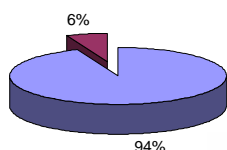
Q1. Do you have the proper equipments and space to do the job?

	Skilled	%	Unskilled	%
Yes	380/-	95%	280/-	93.333%
No	20/-	5%	20/-	6.666%



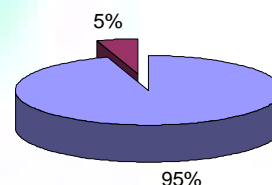
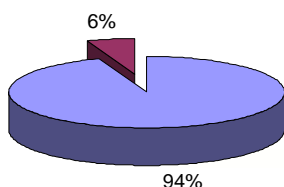
Q2. Is the work load distributed equally between various people in the department among some cader employee?

	Skilled	%	Unskilled	%
Yes	375/-	9.75%	278/-	92.666%
No	25/-	6.25%	22/-	7.333%



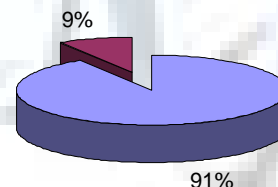
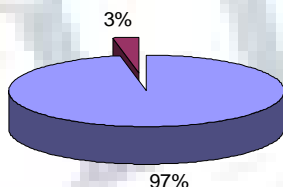
Q3. Do some people go beyond their authority in issuing order or delaying order?

	Skilled	%	Unskilled	%
Yes	378/-	94.5%	285/-	95%
No	22/-	5.55%	15	5%



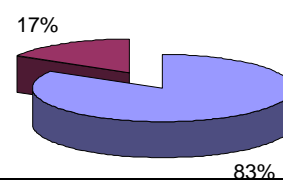
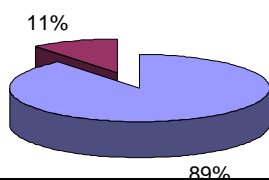
Q4. If you have a good idea to your boss would you get credit for it or not.

	Skilled	%	Unskilled	%
Yes	388/-	97%	273/-	91%
No	12	3.0%	27/-	9%



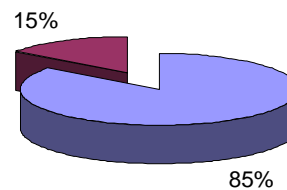
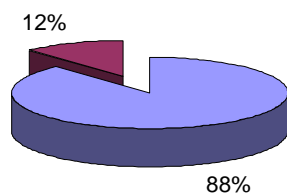
Q5. Do you free to make decision on the job?

	Skilled	%	Unskilled	%
Yes	357/-	89.25%	250/-	83.333%
No	43/-	10.75%	50/-	16.666%



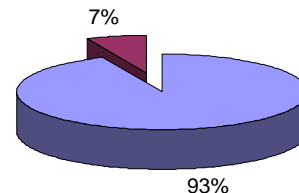
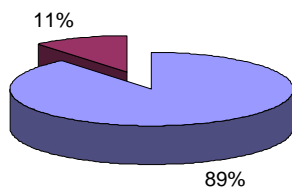
Q6. Since you have been working here. Do you possess any course certificate related to your work?

	Skilled	%	Unskilled	%
Yes	352/-	88.00%	255/-	85%
No	48/-	12%	45/-	15%



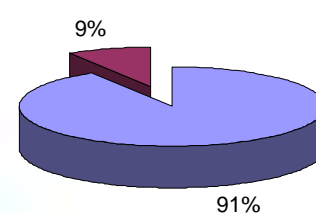
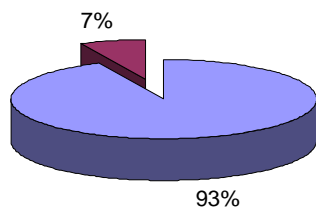
Q7. Are you proud of your organisation and its work culture?

	Skilled	%	Unskilled	%
Yes	357/-	89.25%	280/-	93.333%
No	43/-	10.75%	20/-	6.666%



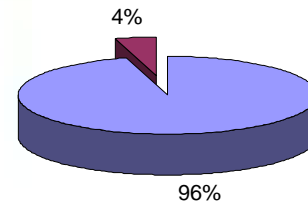
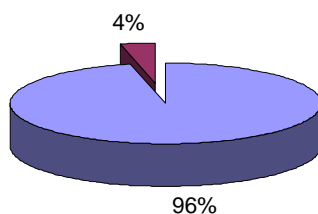
Q8. Does the management provide you training opportunities?

	Skilled	%	Unskilled	%
Yes	372/-	93%	273/-	91%
No	28/-	7%	27/-	9%



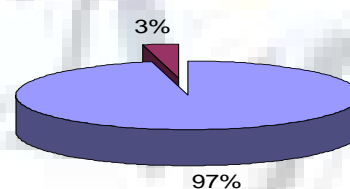
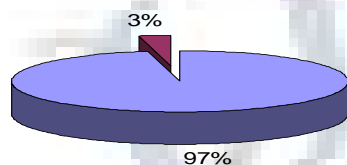
Q9. Do you know what the maximum salary is for your job today?

	Skilled	%	Unskilled	%
Yes	385/-	96.25%	287/-	95.666%
No	15/-	3.75%	13/-	4.333%



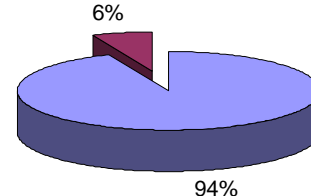
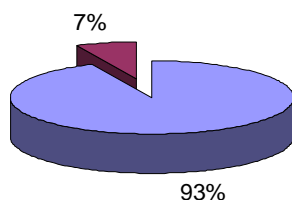
Q10. Do your family members and friends like to hear about the things that happen in your co?

	Skilled	%	Unskilled	%
Yes	388/-	97%	190/-	96.666%
No	12/-	3%	10/-	3.333/-



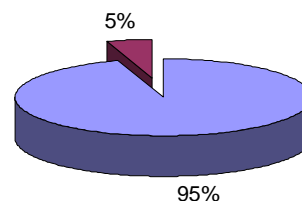
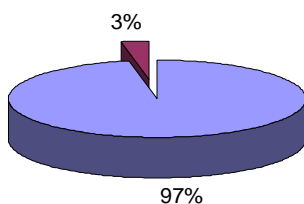
Q11. Do you feel that various development programme are being carried on at proper time in the organisation?

	Skilled	%	Unskilled	%
Yes	372/-	93%	281/-	93.666%
No	28/-	7%	19/-	6.333%



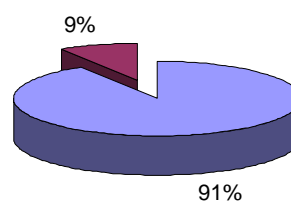
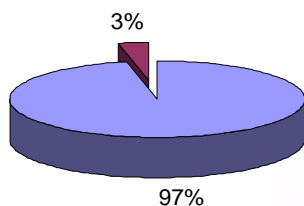
Q12. Did you explore the full knowledge regarding your potential so that proper training can be provided?

	Skilled	%	Unskilled	%
Yes	388/-	97%	285/-	95%
No	12/-	3%	15/-	5%



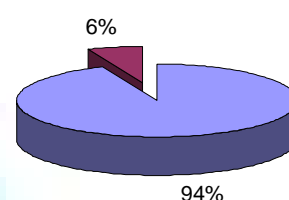
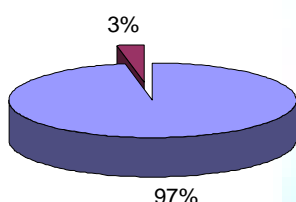
Q13. Are you playing a vital role in the group, you are a member of a team?

	Skilled	%	Unskilled	%
Yes	387/-	96.75%	273	91%
No	13/-	3.25%	17/-	9%



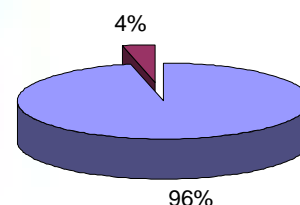
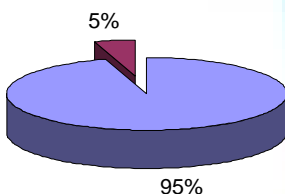
Q14. What is the better way of training in your opinion (A) on job (Yes) (B) off the job (No)

	Skilled	%	Unskilled	%
Yes	388/-	97%	281/-	93.666%
No	12/-	3%	19/-	6.333%



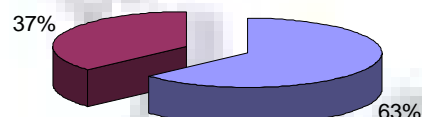
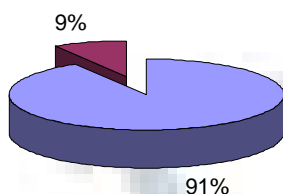
Q15. Do you find it helpful to know your role in well manner with the help of case studies related to your work?

	Skilled	%	Unskilled	%
Yes	381/-	95.25%	289/-	96.333%
No	19/-	4.75%	11/-	3.666%



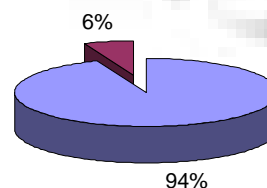
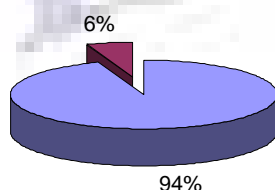
Q16. Have you required the knowledge up to a level that you want to use this knowledge in your practical working?

	Skilled	%	Unskilled	%
Yes	391/-	97.75%	283/-	94.333%
No	09/-	2.25%	17/-	5.666%



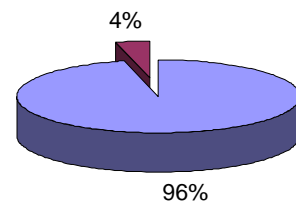
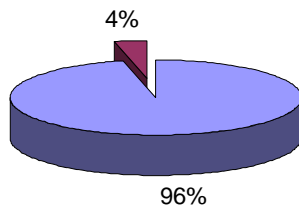
Q17. Do you feel that you can stay / working in this co for a long period?

	Skilled	%	Unskilled	%
Yes	378/-	94.5%	282/-	94%
No	22/-	5.5%	18/-	6%



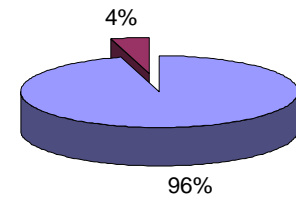
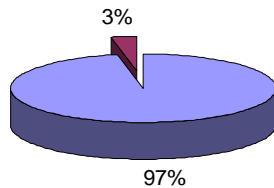
Q18. Does working condition of the co suits you?

	Skilled	%	Unskilled	%
Yes	385/-	96.25%	288/-	96%
No	15/-	3.75%	12/-	4%



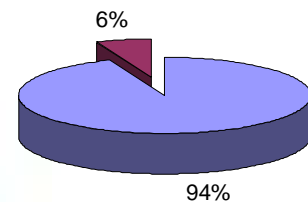
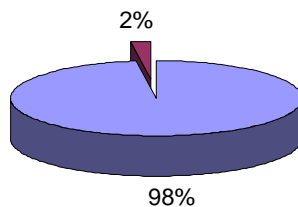
Q19. Do you senior solve your day today problems?

	Skilled	%	Unskilled	%
Yes	388/-	97%	287/-	95.666%
No	20/-	5%	20/-	6.666%



Q20. Does the management of the company care about the welfare of workers?

	Skilled	%	Unskilled	%
Yes	391/-	97.75%	282/-	94%
No	9/-	2.25%	18/-	6%



FINDINGS

HRD IN I.T.C.

In ITC, HRD is an approach to the systematic expansion of people's work related abilities, focused on the attainment of both organizational and personal goals. The focus is on people, who are perceived as possessing skills, potential and who have ability to grow, change and develop. While the accent is on increasing talent and abilities, HRD in ITC works towards development of people in their organisational setting. The effort are balanced between the organisation's need the individual development although this ideal is obviously difficult to achieve, but every attempt in being made to get as near to it as possible.

While the diversity of circumstances of individual public enterprises would dictate circumstances of training of individual manager in variety of ways, the essential pattern are applicable in appropriate forms to all public enterprises, what ever their size. Hence this study of ITC also provides positive direction and guidance to other in the area of Human Resource Development.

To sum up the findings of the data collected and analysed, the researcher proceeds on the basis conclusion, as revealed by the study, that both the management and executives recognize the importance and need of HRD in ITC and company is taking due interest and care to this effect.

EXECUTIVE DEVELOPMENT POLICIES

ITC has clear policy objectives to ensure continuous development of competent management personnel and make best use of both the human and material resources of the business. The training and development policy provides opportunities of advancement and growth to the executives and of promotion from within. It also provide of time both on the job and off the job. Majority of the executives in the middle cadre have been exposed to training and development programmes.

PERFORMANCE APPRAISAL

ITC has a formal performance appraisal and counselling skills system. The target setting programme coupled with the performance appraisal and counselling programme provide formal processes to ensure manager/employee contact for development and counselling, away from the hustle and bustle of daily activities. An important feature is the self appraisal and counselling programme. ITC believes that employee are responsible and trustworthy enough to be able to review their own performance in a matured and balanced manner and they have, faith in this.

The basic objectives of the Performance Appraisal System in ITC are :

- Assessment of Performance and Review.
- Individual Training and Development need identification.
- Feedback and Follow-up of development.
- Determine career growth.
- Influence job rotation.
- Extension or termination of contract/promotion.
- Granting incentives and rewards.
- Appreciation / foreign deputation.

The scheme is part of the overall Performance Review System that periodically reviews group/product wise performance and achievement to targets against what is outlined in the Annual Performance Plan.

SUGGESTIONS

1. The company should send their employees for workshop and Training programme on role analysis as the ratio is not upto mark.
 Senior Management = 5%
 Middle Management = 40%
 Lower Management = 6%

Outsourcin		g	Company		pay	role
Skilled	=	7 %	Skilled	=	88	.666 %
Unskilled	=	6 .333 %	Unskilled	=	50	%
2. The fair dealing of boss & supervision have ever since derestricted & hurt the feeling of skilled by 6% and unskilled by% the organisation should check this out (on Company pay role). 3% of skilled & 9% of unskilled (outsource).
3. The 14.666% of skilled workers and 24% of unskilled workers pay role are not satisfied with the present salary 3.75% or skilled & 4.333% of unskilled (out sourcing are not satisfied hence some this should be done in this respect
4. 16.666% of skilled worker & 24% of unskilled (company pay role), 7% skilled & 9% unskilled (out sourcing) workers feel that they can improve their technical & managerial abilities if chances are given to them. Thus company should manifes such type of abilities from time to time.
5. The 6.25% of skilled workers & 7.333% of unskilled workers (out Source) feel that work load is not distributed equally. Hence techniques should be applied for equal distribution of work.
6. 5% of skilled & 6.666% of unskilled workers (for out sourcing) feel that proper equipments and space is not available in the job.
7. 3% of skilled & 4.333% of unskilled worker of out sourcing does not seems to match & patch up with their seniors in solving their day to day problems of the company. Hence improvement is required in this respect.
8. 3% of skilled labour & 6.333% of unskilled worker of outsourcing feels that the better way of training is off the job means no the technical / training programme.
9. 9% of unskilled workers and 3.25% of skilled of out sourcing feel that they do not play a vital role in the group. Their cause disaltractive activities or problems should be assessed time to time.
10. 3% of skilled & 9% of unskilled workers of out sourcing feel that even if they can give a good idea to the boss he may not give oredit to him. one should think and give importance to them also.

CONCLUSION

The survey indicated that the integrated approach has brought about a radical change in the overall performance of the skilled and unskilled workers. The changes are visible particularly with reference to the following aspects :

- Clarity of role and responsibility at various levels.
- The interpersonal relations and job relation have improved significantly.
- The motivation level and morale have gone up considerably.
- The programme has helped the participants to introspect and modify their behaviour.
- Improved communication approach at various levels.

It has also been observed that these training programmes and workshop have not only improved the overall climate and culture of the organisation, but have also generated better quality of life and satisfaction amongst the particularly amongst the supervisors and workers in their personal lives.

Periodically the management development inputs are being given to staff to ensure that the cohesive team can achieve results. Staff members are also sent on external technical programmes to update their knowledge on the state-of-the art in the field of electronics, telecom and management and are given the opportunity to go on foreign deputation to get an exposure in advance technologies and new areas of interest. Also as part of development input good articles on technical/management areas are circulated to everybody.

To sum up, these programmes have become greatly instrumental in generating a swing for the creating of Learning Organisation. In order that these programme may be able to produce the maximum desired results, it is necessary that these programme are taken to a logical conclusion by covering the entire organisation, including the top management. Steps to achieve these objectives have also been started by ITC.

There is a very positive response to training in ITC. Even some initially viewed training with skepticism, today see it as useful. In ITC, the contribution of the training function makes related to the processes of self-renewal, personal growth, appraisal and counselling, team building and target setting. In ITC, identifying, nurturing and development appropriate leadership values and styles are critical when building a collective ethos. Strategically, over the next year or two, the training function is poised to play a vital in building value leader within the organisation.

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Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator