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A STUDY ON EMPLOYEE JOB PERFORMANCE (A COMPARATIVE STUDY OF SELECT PUBLIC AND PRIVATE ORGANIZATIONS)

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ABSTRACT

Managing human resources in today's dynamic environment is becoming more and more complex as well as important. Recognition of people is a valuable resource in the organization has led to increases trends in employee performance and job security. Performance Appraisal is the important aspect in the organization to evaluate the employee's performance. It helps in understanding the employees work culture, involvement, and satisfaction. It helps the organization in deciding employee's promotion, transfer, incentives, and pay revision. A performance appraisal is an evaluation about Organizational actions and provides feed back to Employees with an eye on improving future performance. Effective performance appraisal system contains two basic systems operating in conjunction i.e Evaluation system and Feedback system. Then reason for having a system of performance appraisal to establish and uphold the principle of accountability. The chief causes or organization failures are "non-alignment of responsibility and accountability". In the severely non-aligned system no one is accountable for anything. In this event the principle of accountability breaks down completely. Hence organizational failure is the only possible outcome. In the above context the researcher has selected one public sector organization and one private sector organization, The main objective of the study to evaluate the performance Appraisal System practices in select Public and Private sector organizations. To collect the data for the purpose of the study, a sample of 150 (one hundred fifty) respondents from each company has been chosen totaling to 300 respondents. Questionnaires were administered to those respondents. Respondents were chosen using Stratified Random sampling technique. However, only 206 questionnaires were found to be with complete information and valid for the study. The overall response rate was 67%. This sample is deemed reasonable because often studies in conflict are based on small samples.

KEYWORDS

performance appraisal, employee commitment, retention, , career development, Team work, Employee engagement.

1. INTRODUCTION

Human Resources Development (HRD) means enhancing the capabilities of human beings by allowing them to undergo learning experiences. Thus, human resource development programs are learning situations that result in enhanced capabilities for people who undergo them.

Human resource development in the organizational context is a process by which the employees of an organization are helped in a continuous planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; develop their general capabilities as individuals and discover and exploit their own inner potentials for their own organizational development purposes; and develop an organizational culture in which supervisor – subordinate relationships, team work, employee commitment, employee engagement and collaboration among sub units are strong contribute to the professional well being, motivation, and pride of employees Rao (1985)¹ The emphasis of this definition is, first, on the organizational role of employees, but is not limited to it. The individual's inner urges, genius and potential are emphasized as worth developing not just for organizational culture. So is the emphasis of team work, which is particularly relevant in the context of the Indian experience, where the absence of team spirit is far too often the bane of our organizations.

Abraham (1988)² has defined HRD as activities and processes undertaking to promote the intellectual, moral, psychological, social and economic development of the individual so as to help him achieve his highest human potential as a resource for the community. In other words, it means an all-round development of the person so that he can contribute his best to the community and the nation. HRD can be defined as a set of systematic and planned activities designed by an organization to provide its members with opportunities to learn necessary skills to meet current and future job demands Randy, Jon & David, (2002)³.

According to Lex Dilworth (2003)⁴ HRD is the creative design and co – mingling of strategies, structures, systems technologies and human beings in a ways that promote both individual as well as organizational learning and builds as well as sustains organizational effectiveness.

2. REVIEW OF LITERATURE

Performance appraisal is an essential and inescapable managerial activity. Appraisal is necessary for all important decisions relating to people, such as placement and promotion, remuneration and reward, training and development as well as long term manpower planning and organizational development Basu(1985)⁵ Performance appraisal is probably one of the oldest yet most imperfect managerial activity it has been the subject of an abundance of research and literature over the past few decades and has been described by (Fletcher and Williams-(1985)⁶ as one of the great growth industries of the sixties and the seventies. Yet as banks and Murphy(1985)⁷ observe, despite advances in appraisal technology, effective performance appraisal in organizations continues to be a compelling but unrealized goal. Once a talented individual is brought into an organization, another function of HRM comes into play –creating an environment that will motive and reward exemplary performance. One way to assess performance is through a formal review on a periodic basis, generally, known as performance appraisal or performance evaluation. Because line managers are in daily contact with the employees and can best measure performance, they are usually the ones who conduct the appraisals. Other evaluators of the employee's performance can include subordinates, peers, group and self or a combination of one or more (Mondy and Noe, 1996)⁸

Just as there can be different performance evaluators, depending on the Job, several appraisal systems can be used. some of the popular appraisal methods including 1)Ranking of all employees in a group; 2) using rating scales to define above average, and below average performance,3) recording favorable and unfavorable performance, Known as critical incidents; and 4) managing by objectives, or MBO.

Martha et.al (2002)⁹ studies that the impact of various types of training and their impact on performance appraisal satisfaction. In This study a sample instrument was used to estimate the significance of training methods on performance appraisal satisfaction and it was conducted for 635 business professionals. In order to analyze the relationship between the dependent variable and normal curve a profit analysis and descriptive statistics were used. The results of the study states that a negative coefficient implies that including this independent variable reduces the probability that an employee is unsatisfied. And the largest

impact on employee satisfaction from a training variable is found for the support for continuing education. And the authors suggest that the training programs do influence the employee satisfaction.

Compton.R (2005)¹⁰ studied whether Performance management process have to provide more effective strategic tool in HRD repertoire. The study was undertaken from 3 universities with 992 respondents, for this study performance management technique like rating scales, behaviorally anchored rating scales were used. The result of the study confirms with that substantial changes have been made with respect to use, nature of performance management system. And also suggest that the use of performance management systems remain problematic although there are some positive indications.

Stein(2006)¹¹ indicated that there should be a central control over performance appraisal System in the fire service relates to the fact that supervisors must not deliver negative information which has an impact on the working relationship between the company officers and the employees.

Monaharn T.R. et al. (2009)¹² Study tried to set a target values, identifying weak factors and determine the bench factors of underperforming employees. This study also aimed to rank employee based on the performance data envelopment analysis. This attempt to frame the recommendations and suggestions to the management. For the purpose of the study manufacturing unit has chosen as sample the employee respondents were 23. For this study a series of statistical tools were used they are like quantitative data analytical tools along with series of regression analysis are used. The results of the study are rank the employees in terms of their performance, set targets for inefficient employees to become efficient, and find the short falls and surpluses in inputs for employees. And the authors suggested opinion that periodic appraisals and support continuous improvement in status of the employees.

Vasset (2010)¹³ et.al to examine the fairness in organizations in more detail, the authors undertook a study of municipal health service employees perceptions of justice in relation to Pas. In this research two types of measures are associated with procedural justice. One concerns the PA process, the other concerns Feedback, which is more likely to be accepted when the requirements of procedural justices have been fulfilled. The data were collected through survey forms were sent to a representative sample of nurses and auxiliary nurses from 25 of the 430 municipalities in Norway. Participants' responses were measured using validated scales, and reliability was measured using Cronbach's (1951) formula. The study found that the most important element in employees' perceptions of procedural justice in PAs is their own ability to contribute. The study indicates that some respondents perceive the PA process as unfair. They noted, for example, that the same PA processes were used for different employees, that there were different degrees of PA training and experience, and follow-up conversations rarely took place. Respondents indicated that it is normal practice to have constructive discussions during PAs.

Performance appraisal is an essential and inescapable managerial activity. Appraisal is necessary for all important decisions relating to people, such as placement and promotion, remuneration and reward, training and development, as well as long- term manpower planning and organizational development. Performance appraisal is probably one of the oldest yet most imperfect managerial activities. It has been the subject of an abundance of research and literature over the past few decades and has been described by Flecher as one of the great growth industries of the sixties and seventies. In Indian organizations, concern with managerial appraisal has been quite high. In recent years, several experiments and innovations have been attempted and more and more organizations have found it necessary to confront these issues in their formal appraisal system.

3. NEED FOR THE STUDY

Performance appraisal is a method of evaluating the behaviors of employees in the works pot, 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 weakness. The basic purpose is to find out how well the employee is performing the job and establish a plan to improvement. Provide information about the performance ranks. Decisions regarding salary fixation, confirmation, promotion, transfer are taken based on performance

4. OBJECTIVES OF THE STUDY

1. To evaluate the performance Appraisal System practices in select Public and Private sector organizations.
2. To review the performance appraisal of employees
3. To provide feedback of employees regarding their performance

5. HYPOTHESES

The following hypotheses are set to be tested in this study

Public and private sector enterprises do not differ in their Performance Appraisal practices as reported by their employees.

6. RESEARCH METHODOLOGY

To collect the data for the purpose of the study, a sample of 150 (one hundred fifty) respondents from each company has been chosen totaling to 300 respondents. Questionnaires were administered to those respondents. Respondents were chosen using Stratified Random sampling technique. Of the total 300 respondents 236 respondents returned filled questionnaires in the initial stage. Later on a reminder had been sent to those respondents who did not return their questionnaires. In second stage, 35 respondents replied. Finally, a final reminder had been sent to non respondents. But, all the efforts gone in vain. In all, 271 respondents submitted their filled in questionnaires. However, only 206 questionnaires were found to be with complete information and valid for the study. The overall response rate was 67%. This sample is deemed reasonable because often studies in conflict are based on small samples.

6.1 MEASURES (STANDARDIZED SCALES) & TOOLS FOR ANALYSIS OF DATA

Questionnaire consist eight major sections relating to the measurement of HRD practices like, performance appraisal. There are various instruments existing for the measurement of HRD practices, however, almost all of them were exclusively developed for the industrial employees. Instead of relying on existing questionnaires, for this study a unique structured questionnaire was designed. The scale items were measured using Five point Scale (5 = Strongly Agree and 1 = Strongly Disagree). The collected data was analyzed with appropriate statistical tools and techniques such as percentage method, Mean and Standard Deviation, Inter Item correlation and Regression analysis, Chi-square analysis was used for the analysis of the study.

6.2 PROFILE OF THE RESPONDENTS OF BOTH PUBLIC AND PRIVATE COMPANIES

In this chapter, an attempt has been made to present the profile of the respondents of two companies selected in this study i.e. Public Sector and Private Sector Enterprises. Various personal characteristics of the respondents across these two companies have been presented in the following tables such as Age, Qualification, Department wise Employees, Total years of working, years of work experience in the present organization, present no of years of work experience in the present job.

6.2.1 DEMOGRAPHIC PROFILE OF GENDER RESPONDENTS

In every company, it is a common sight to find both the genders. Therefore, it was decided to find out number of respondents belonging to each gender from the companies selected for this study. The, data collected is cross- tabulated and the results are presented below.

6.2.2 ENTERPRISE WISE GENDER CLASSIFICATION

TABLE 6.2.2: COMPANY WISE GENDER CLASSIFICATION OF RESPONDENTS

Gender Vs. Company		Company		Total
		Public sector undertaking	Private sector undertaking	
Gender	Male	90	80	170
		43.7%	38.8%	82.5%
	Female	15	21	36
		7.3%	10.2%	17.5%
Total		105	101	206
		51.0%	49.0%	100.0%

From the above table 3.2 presents the summary of the total respondents with Gender wise categorization in the public and private sector undertakings i.e. consist of BHEL and VIJAI Electricals. The data shows that in case of BHEL male respondents consist of 43.7 percent are male and 7.3 percent of female respondents. While in case of VIJAI Electricals 38.8(percent) male respondents and 10.2(percent) of female respondents respectively. In other words majority of the male respondents from both the companies comprise male amounting to 2/3 of respondents while one third female respondents.

6.3 DATA ANALYSIS AND INTERPRETATION

In the present context, an attempt is been made to what extent the existing performance appraisal system is effectively and how it can be appraises. The various variables cross tabulated and presented are advanced succession planning, effective utilization of performance appraisal, report assessment, performance standards, promotion, wage increase, key skills increase, employee efficiency, identification of training needs, Further it was hypothesized that "public and private sector enterprises do not differ in their performance appraisal system practices as reported by their employees." For this chi square test was conducted on them. Results pertaining to the testing of these hypotheses are presented at the end of section.

TABLE 6.3.1: PERFORMANCE APPRAISAL IS EFFECTIVELY CONDUCTED BY OUR ORGANIZATION

TABLE 6.3.1: PERFORMANCE APPRAISAL IS EFFECTIVELY CONDUCTED BY OUR ORGANIZATION							
S No	Type of company	Performance Appraisal is effectively conducted by our organization					Total%
		Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	
1	Public sector	20	16	27	35	7	105
		19.0%	15.2%	25.7%	33.3%	6.7%	100.0%
2	Private sector	0	1	38	26	36	101
		0%	1.0%	37.6%	25.7%	35.6%	100.0%
	Total	20	17	65	61	43	206
		9.7%	8.3%	31.6%	29.6%	20.9%	100.0%

Source: Compiled from primary data records

Pearson Chi-Square = 55.926, df=2, P< 0.05, Mean =3.44, Std Deviation =1.191.

From the present table it is clear that majority of the respondents i.e. (35.6 percent) from the private sector company strongly agree that the performance appraisal is effectively conducted. The calculated chi-square test value presented is more than the table value which indicates that the association between the attributes is statistically significant. Hence the null hypotheses is not accepted, further it indicates that the private sector undertaking has better implementation of performance appraisal system as compared with public sector undertaking.

6.3.2 PERFORMANCE APPRAISAL ASSESSMENT

Most companies have a formal Performance appraisal system in which employee job performance is rated on a regular basis, usually once a year. A good Performance appraisal system can greatly benefit an organization. It helps direct employee behavior toward organizational goals by letting employees know what is expected of them, and it yields information for making employment decisions, such as those regarding pay raises, promotions, and discharges. Performance Standards indicate the level of performance an employee is expected to achieve. Such standards should be clearly defined so that employees know exactly what the company expects them.

TABLE 6.3.2 PERFORMANCE APPRAISAL REPORTS IN OUR ORGANIZATION ARE BASED ON OBJECTIVE ASSESSMENT AND ADEQUATE INFORMATION

TABLE 6.3.2 PERFORMANCE APPRAISAL REPORTS IN OUR ORGANIZATION ARE BASED ON OBJECTIVE ASSESSMENT AND ADEQUATE INFORMATION							
S No	Type of company	Performance Appraisal reports in our Organization are based on objective assessment and adequate information					Total
		Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	
1	Public sector	15	18	28	38	6	105
		14.3%	17.1%	26.7%	36.2%	5.7%	100.0%
2	Private sector	0	6	13	42	40	101
		.0%	5.9%	12.9%	41.6%	39.6%	100.0%
	Total	15	24	41	80	46	206
		7.3%	11.7%	19.9%	38.8%	22.3%	100.0%

Source: Compiled from primary data records.

Pearson Chi-Square=51.760 df=3 P <0.05, Mean 3.57: Std Deviation 1.170

From the present table it is evident that majority of the respondents i.e. (39.6 percent) from private sector company are strongly agree with performance appraisal reports in our origination are based on objective assessment and adequate information and some more major part of the respondents are somewhat agree with the performance appraisal reports in our organization are based on objective assessment and adequate information it represents that the private sector r company respondents are strongly agree with the statement.

Interestingly, the calculated Chi-square value presented is mores the table value therefore the association between the two attributes is statistically significant. Hence the null hypothesis is not accepted.

6.3.3 PERFORMANCE STANDARDS

In this context the managers been asked to respond whether the performance standards are set at the beginning of the review period and known to the employee. Therefore, it was decided to know the whether the performance standards is good enough in the companies selected for this study. Thus, the data collected in this regard are cross tabulated and the results are presented in the table 4.3 in evaluating the performance of their employees by providing both with specific performance objectives and standards. These objectives and standards will ensure that all employees are aware of the performance factors and values make the performance evaluation process itself easier since supervisors known in advance how the values will be applied.

TABLE 6.3.3: PERFORMANCE STANDARDS ARE SET AT THE BEGINNING OF THE REVIEW PERIOD AND KNOWN TO THE EMPLOYEE

S No	Type of company	Performance Standards are set at the beginning of the review period and known to the employee					Total
		Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	
1	Public sector	6	9	26	51	13	105
		5.7%	8.6%	24.8%	48.6%	12.4%	100.0%
2	Private sector	13	0	0	32	56	101
		12.9%	.0%	.0%	31.7%	55.4%	100.0%
	Total	19	9	26	83	69	206
		9.2%	4.4%	12.6%	40.3%	33.5%	100.0%

Source: Compiled from primary data records

Pearson Chi-Square: 68.674 df=2, P<0.05, Mean= 3.84, Std deviation=1.204

In the present table, it is clear that the large majority 56 percent of the respondents from the private sector company agree that performance standards are set at the beginning of the review period and known to the employee. Hence the calculated Chi-square test value presented is greater than the table value which indicates that the association between the two variable is statistically significant. Hence the null hypothesis is not accepted. In other words, the respondents from both companies agree with the statement.

6.3.4 APPRAISAL RATING AND THE CORRESPONDING MONETARY REWARD

Performance evaluation is one of the most central human resources practices in organizations due to its critical linkages with selection, compensation, training and other employment practices. Efforts to understand performance ratings have tended to focus on either instrumentation issues, and the corresponding monetary rewards, the improvement of rating scales, which embedded the evaluation process with in the interactions that occur between superiors and subordinates.

In this context the managers been asked whether the extent of closeness between formal appraisal rating and the corresponding monetary reward is very good. Therefore it was decided to know whether there is need to improve the closeness between the appraisal rating and corresponding monetary reward in the companies selected for the study. Thus, the data collected in this regard are cross tabulated and the results are presented in the table.

TABLE 6.3.4: IN MY OPINION THAT THE EXTENT OF CLOSENESS BETWEEN FORMAL APPRAISAL RATING AND THE CORRESPONDING MONETARY REWARD IS VERY GOOD

S No	Type of company	In my opinion that the extent of closeness between formal Appraisal rating and the corresponding Monetary reward is very good					Total
		Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	
1	Public sector	14	15	24	40	12	105
		13.3%	14.3%	22.9%	38.1%	11.4%	100.0%
2	Private sector	0	20	12	38	31	101
		.0%	19.8%	11.9%	37.6%	30.7%	100.0%
	Total	14	35	36	78	43	206
		6.8%	17.0%	17.5%	37.9%	20.9%	100.0%

Source: Compiled from primary data records

Pearson Chi-Square=27.093, df =1

P<0.05, Mean= 3.49, Std Deviation=1.192

The calculated chi square test value presented is greater than the table value which indicates that the association between the two variables is statistically significant, in other words the null hypothesis is not accepted. In other words, the responses from both the companies supports that the closeness between formal appraisal rating and the corresponding monetary reward is very good.

6.3.5 PERFORMANCE APPRAISAL SYSTEM HELPS IN GENERATING DATA FOR KEY SKILLS

In every company, the performance appraisal system is adopted to suit the purpose and need of the employee growth and development through training, self and management development programs, to guide to job changes with the help of continuous ranking. It is also used in the areas related to key skills like compensation, human resource planning, and internal employee administration. Competent appraisal of individual performance in an organization or company serves to improve the overall effectiveness of the entity. The informative function is fulfilled when the appraisal system supplies data to managers and appraises about individual strengths and weaknesses. Therefore it was decided to know whether the present appraisal system helps in generating data for key skills is the best in the companies selected for this study. Thus the data collected in this regard are cross tabulated and the results are presented in the table.

TABLE 6.3.5: PERFORMANCE APPRAISAL SYSTEM HELPS IN GENERATING DATA FOR KEY SKILLS

S No	Company type	Performance Appraisal system helps in generating data for key skills					Total
		Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	
1	Public sector	4	12	25	50	14	105
		3.8%	11.4%	23.8%	47.6%	13.3%	100.0%
2	Private sector	0	0	7	40	54	101
		.0%	.0%	6.9%	39.6%	53.5%	100.0%
	Total	4	12	32	90	68	206
		1.9%	5.8%	15.5%	43.7%	33.0%	100.0%

Source: Compiled from primary data records

Pearson Chi-Square= 50.707 df=1

P < 0.05, Mean =4.00, Std Deviation. 947

In the present table, it is clear that the large majority 47 percent of the respondents from the public company somewhat agree with performance appraisal system helps in generating data for key skills. The calculated chi square test value presented is greater than the tabulated value which indicates that the association between the two variables is statistically significant. On the other words the null hypothesis is not accepted.

6.3.6 PERFORMANCE APPRAISAL SYSTEM HELPS IN IDENTIFYING EMPLOYEE EFFICIENCY

The ability to provide continuous feedback with employees does not have to stop with the formal performance appraisal process, increasingly organizations are deploying less formal types of employee recognition that can be driven by HR or by employees themselves. In this context the managers been asked whether the present appraisal system helps in identifying employee efficiency. Therefore, it was decided to know whether appraisal system helps in identifying employee efficiency in the selected companies for this study. Thus, the data collected in this regard are cross tabulated and the results are presented in the table.

TABLE 6.3.6: PERFORMANCE APPRAISAL SYSTEM HELPS IN IDENTIFYING EMPLOYEE EFFICIENCY

S No	Type of company	Performance Appraisal system helps in identifying employee efficiency					Total
		Strongly disagree	Somewhat disagree	Neutral	Some what agree	Strongly agree	
1	Public sector	6	10	30	37	22	105
		5.7%	9.5%	28.6%	35.2%	21.0%	100.0%
2	Private sector	0	0	14	21	66	101
		.0%	.0%	13.9%	20.8%	65.3%	100.0%
	Total	6	10	44	58	88	206
		2.9%	4.9%	21.4%	28.2%	42.7%	100.0%

Source: Compiled from primary data records

Pearson Chi-Square= 48.172,df=2

P<0.05,Mean 4.03,Std Deviation1.050.

The calculated chi-square value presented is greater than the table value and also supports that the association between both the variables is statistically significant. Hence the null hypothesis is not accepted. In other words, the effectiveness of appraisal system depends on the standardized techniques or methods adopted by the type of company.

6.3.7 ASSESSMENT OF TRAINING NEEDS THROUGH PERFORMANCE APPRAISAL

Performance appraisal can significantly help in identifying the training needs of the employees. Performance appraisal helps to reveal the differences and discrepancies in the desired and the actual performance of the employees. The causes of the discrepancies are also found whether they are due to lack of adequate training or not. The employee can also tell about his training requirement in his self appraisal. A performance appraisal after the training program can also help in judging the effectiveness of the program. Training needs analysis is the systematic method of determining if a training need exists and if it does, what training is required to fill the gap between standard and the actual performance of the employee. This evaluation suggests and results in improvement identifying the training needs. Therefore, it is decided to know whether there is appraisal contains the information for career planning of executives in the selected companies for this study. Thus the data collected in this regard are cross tabulated and the results presented in the table.

TABLE 6.3.7: PERFORMANCE APPRAISAL SYSTEMS HELP IN IDENTIFYING THE TRAINING NEEDS

S No.	Company Type	Performance Appraisal system help in identifying the Training needs					Total
		Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	
1	Public sector	7	2	31	40	25	105
		6.7%	1.9%	29.5%	38.1%	23.8%	100.0%
2	Private sector	0	0	1	39	61	101
		.0%	.0%	1.0%	38.6%	60.4%	100.0%
	Total	7	2	32	79	86	206
		3.4%	1.0%	15.5%	38.3%	41.7%	100.0%

Source: Compiled from primary data records

Pearson Chi-Square= 52.149 df=1

P<0.05

From the present table it is evident that the majority of the respondents 60 percent from the private sector undertaking are strongly agree, with the performance appraisal system help in identifying the training needs.

The calculated Chi-square test value presented is greater than the power value which indicates that the association between both the variables is statistically significant. In other words, it is evident that null hypothesis is not accepted.

6.3.8 HYPOTHESIS RESULTS

The results pertaining to the testing of hypothesis, "public and private sector enterprises do not differ in Performance Appraisal practices as reported by their employees" have been presented in the tables. It could be observed from the above results and their consequential explanation, out of seven cross tabulations, the Chi square tests Yielded seven statistically significant associations between the two variables. Therefore, it could be said that, since all the tables could yield significant association, the null hypothesis is not accepted. This is rejected. In other words, it indicates there is a no significant difference between the performance appraisal practices conducted in public and private sector undertakings are differ.

Further, it is clear from the above results in relating to advanced succession planning is not seen in public company. Whereas, in case of private company it exists. In both the companies public and private it is observed that performance appraisal leads to promotion and employee training needs are identified but the same time there is no simultaneous increase in wages. In public company the appraisal system helps the subordinate only to limited extent for self development and communication are appraisal results. Whereas, in case of private company to great extent. The present appraisal system adopted in both public and private companies are the best and good enough, but at the same time needs improvement in appraising the performance appraises.

HYPOTHESES RESULTS

TYPE OF COMPANY AND PERFORMANCE APPRAISAL SYSTEM

S No	Variables	Chi-square	df	P
1	Performance Appraisal is effectively conducted by our organization.	55.926	2	.000
2	Performance Appraisal reports in our Organization are based on objective assessment and adequate information.	51.760	3	.000
3	Performance Standards are set at the beginning of the review period and known to the employee	68.674	2	.000
4	In my opinion that the extent of closeness between formal Appraisal rating and the corresponding Monetary reward is very good.	27.093	1	.000
5	Performance Appraisal system helps in generating data for key skills	50.707	2	.000
6	Performance Appraisal system helps in identifying employee efficiency	48.172	1	.000
7	Performance Appraisal systems help in identifying the Training needs	52.149	1	.000

MEANS, STANDARD DEVIATIONS AND INTER CORRELATIONS (PA)

Item	Mean	Std Deviation	PA1	PA2	PA3	PA4	PA5	PA6	PA7
PA1	3.44	1.191	1						
PA2	3.57	1.170	.769(**)	1					
PA3	3.84	1.202	.235(**)	.417(**)	1				
PA4	3.49	1.192	.505(**)	.553(**)	.050	1			
PA5	4.00	.974	.463(**)	.401(**)	.026	.535(**)	1		
PA6	4.03	1.050	.431(**)	.412(**)	.050	.374(**)	.623(**)	1	
PA7	4.14	.950	.424(**)	.410(**)	.156(*)	.301(**)	.542(**)	.608(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

7. RESULTS AND DISCUSSIONS

The performance appraisal system in the both public and private companies Performance appraisal system and for improvement of managerial appraisal system. The majority of the respondents agreed that performance appraisal system is effectively done private company. Whereas, in case of public company it is different, in both the companies public and private it is observed that performance appraisal leads to promotion and employee training needs are identified but at the same time there is no simultaneous increase in wages. The public sector in India is going through profound restructuring in the face of environmental constraints that force the sector to become more efficient and effective. In this respect, one of the most popular tools used in the contemporary reform program is the application of performance appraisal systems. However, since appraising is considered to be a particularly controversial management practice anywhere it is being practiced, the successful institutionalization of such a system faces numerous challenges and obstacles.

The performance appraisal report based assessment is differ in public and private sector companies. Performance could be more difficult to assess in the public sector than in the private sector due to complex goals which are harder to measure, and a lack of financial indicators in the public sector (Burgess2003). The biggest problem with the move to a meritocracy is that it is susceptible to subjective measurement where doubt undermines the system. During performance appraisal meetings with employees, supervisors should discuss goals for future performance and employee career plans more seriously and clearly. When performance deficiencies are evident, supervisors and employees should work together to identify possible causes to develop an action plan to remedy these deficiencies. Job analysis is vital to organizations that wish to establish internally consistent compensation systems.

8. FINDINGS, SUGGESTIONS AND CONCLUSIONS

In This section, various aspects of Performance Appraisal practices in the companies under study have been presented while each of the practice pertaining to Performance appraisal has been dealt with. The data collected in this regard have been cross tabulated and the results been presented.

7.12.1 EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM

From the present table, it is clear that majority of the respondents i.e. from the private sector company strongly agree that the performance appraisal is effectively conducted in our organization.

This indicates that the association between the attributes is statistically significant. Hence the null hypotheses is not accepted, there is a significant difference between effectiveness of performance appraisal is differ in both public and private companies. Further it representst the private sector undertaking has better implementation of performance appraisal system as compared with public sector undertaking.

7.12.2 PERFORMANCE APPRAISAL REPORTS TOWARDS OBJECTIVE ASSESSMENT

It is evident that majority of the from private sector company are strongly agree with performance appraisal reports in our origination are based on objective assessment and adequate information and some more major part of the respondents are somewhat agree with the performance appraisal reports in our organization are based on objective assessment and adequate information it represents that the private sector r company respondents are strongly agree with the statement.

Interestingly, the association between the two attributes is statistically significant. Hence the null hypothesis is not accepted. Further there is a significant difference performance appraisal reports to words objective assessment is differ in both public and private companies. Hence null hypothesis is rejected.

7.12.3 PERFORMANCE REVIEW

It is clear that the large majority 56 percent of the respondents from the private sector company agree that performance standards are set at the beginning of the review period and known to the employee. On the other hand, in case of public sector company.

This indicates that the association between the two variables are statistically significant. Hence the null hypothesis is not accepted. In other words, further there is a significant difference in performance standards in both public and private companies. Hence null hypothesis is rejected.

7.12.4 CLOSENESS BETWEEN FORMAL APPRAISAL RATING AND THE CORRESPONDING MONETARY REWARD

It is clear that the large majority of the respondents 37.6 percent form and private company somewhat agree with appraisal rating and the corresponding monetary reward was very good. This indicates that the association between the two variables is statistically significant, in other words the null hypothesis is not accepted. In other words, the responses from both the companies supports that the closeness between formal appraisal rating and the corresponding monetary reward is very good. Further there is a significant difference in closeness between formal appraisal rating and the corresponding monetary reward in both public and private companies.

7.12.5 PERFORMANCE APPRAISAL SYSTEM HELPS IN GENERATING DATA FOR KEY SKILLS

In the present table, it is clear that the large majority 47 percent of the respondents from the public company somewhat agree with performance appraisal system helps in generating data for key skills. This indicates that the association between the two variables is statistically significant. In other words the null hypothesis is not accepted. Further there is a significant difference in between performance appraisal system helps in generating key skills in both public and private companies.

7.12.6 PERFORMANCE APPRAISAL SYSTEM HELPS IN IDENTIFYING EMPLOYEE EFFICIENCY

From the present table, it is evident that large majority 65 percent of the respondents from the private company are strongly agree with performance appraisal system helps in identifying employee efficiency. The association between both the variables is statistically significant. Hence the null hypothesis is not accepted. In other words, the effectiveness of appraisal system depends on the standardized techniques or methods adopted by the type of company. Further it indicates that there is a significant difference in between identifying employee efficiency through performance appraisal practices in both public and private companies.

7.12.7 PERFORMANCE APPRAISAL SYSTEMS HELP IN IDENTIFYING THE TRAINING NEEDS

From the present table it is evident that the majority of the respondents 60 percent from the private sector undertaking are strongly agree, with the performance appraisal system help in identifying the training needs. This indicates that the association between both the variables is statistically significant. In other words, it is evident that null hypothesis is not accepted. Further there is a significant difference in identifying the training needs through performance appraisal is differ in both the public and private companies.

CONCLUSION

It was Hypothesized that " public and private sector enterprise differ in their Performance Appraisal practices as reported by their employees" it was found from the study that out of seven cross tabulations i.e effectiveness of performance appraisal, employee efficiency Identifying the training needs and employee efficiency. while total seven yield statistically significant associations between the independent and dependent variables and none of them yielded insignificant association between the two variables. This means a null hypothesis was rejected. Hence, from the above calculations it is true that there is a difference in adopting or applying performance appraisal practices are differ from public company to private company.

SUGGESTIONS FOR FUTURE RESEARCH

PERFORMANCE APPRAISAL SYSTEM

It is widely accepted that unless people working in the organization are emotionally inspired with the job satisfaction and job involvement, environmental relations cannot be improved for effective performance in the long run. The following are few suggestions

1. Management must be strong, firm, unbiased, kind, considerate, while setting new values, attitudes and beliefs leading to openness, mutual trust and participative management based on philosophy of fair, firm, and friendly.
2. Honest decisions and conduct of higher officials would certainly set an example to the subordinated.
3. Employee would like to be independent: attach high value for their individual competence and professional pride.

4. People with self motivation can drive themselves to incredible levels of excellence.

The paradigm shift from management to governance, from managers to complete facilitators rather than leaders, from traditional worker to "Duckers knowledge worker", from life time employment to quit labour turnover, from bureaucratic organizations to net worked organizations' necessities the need of relock at the organizational policies and practices. The available skills and possible potentials from within can be identified and brought out by suitably modifying the policies and upgrading the potential appraisal system, develop career paths, change in promotion policy, empowerment, flexibility decentralized decision making, timely recognition of good performance project need specialization and reorient training system.

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