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PERFORMANCE APPRAISAL SYSTEM IN TEXTILE INDUSTRY WITH SPECIAL REFERENCE TO TIRUPUR- AN EXPLORATORY STUDY

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ABSTRACT

The present research analyzed the appraisal system used in the textile industry. The Sample of 250 respondents was selected for the study using simple random sampling method. The data collected was analyzed using Simple Percentage method, chi square analysis, spearman's rank correlation, t- test and f- test. The major findings of the study are the employees were satisfied with the training programs and the benefits provided to them as well they are satisfied with the existing system and need only a few changes accordingly. The Suggestion given to the company was the Employees performance must be appraised using the appropriate appraisal methods and the productivity can be maximized by providing incentives, training program and a quality of work life balance.

KEYWORDS

Appraisal, Training & development, Performance ratings, Grievance handling, Incentives & compensation.

INTRODUCTION TO THE STUDY



PERFORMANCE APPRAISAL

A performance appraisal, employee appraisal, performance review, or (career) development discussion is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost, and time) typically by the corresponding manager or supervisor. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone.

AIMS

Generally, the aims of a performance appraisal are to:

- ❖ Give employees feedback on performance
- ❖ Identify employee training needs
- ❖ Document criteria used to allocate organizational rewards
- ❖ Provide the opportunity for organizational diagnosis and development
- ❖ Facilitate communication between employee and employer
- ❖ Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements.
- ❖ To improve performance through counseling, coaching and development.

METHODS

A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives/attributes.

The most popular methods used in the performance appraisal process include the following:

- ❖ Management by objectives
- ❖ 360-degree appraisal
- ❖ Behavioral observation scale
- ❖ Behaviorally anchored rating scales

ABOUT THE INDUSTRY

The development of Tirupur, one has heard so much of knit wear boom in the press over the past few years. However, none of the explanations in the press have been able to explain why and how this little town in Tamil Nadu has come to be the centre of India's local banian and export cotton knitwear industry. The industry works through a web of small to mid-sized units, with fabrication here, processing elsewhere and stitching somewhere else. These networks of firms operate through job working, contracting and sourcing arrangements. The business families set up "sister concern" rather than large fully integrated factories. Despite of some of its difficulties, the business culture in Tirupur is appreciating.

TIRUPUR AS THE FASTEST GROWING INDUSTRIAL CITY

Although Tirupur is a small city compared to Coimbatore, it is the centre of TamilNadu's cotton knitwear industry and successfully markets its products in India and overseas. It is one of the fastest growing cities in India in terms of Industry. It is called the Knits Capital of India as it caters to famous brands and retailers from all over the world. Nearly every international knitwear brand in the world has a strong production share from Tirupur.

Tirupur is the "knitwear capital" of India. It has spurred up the textile industry in India for the past three decades. Its economic boom boosts the morale of Indian industrialists. It contributes to a huge amount of foreign exchange in India. Tirupur has the largest and fastest growing urban agglomerations in Tamil Nadu.

Tirupur stands as the life for millions of people in Tamil Nadu. The knitwear industry which is the soul of Tirupur has created millions of jobs for all class of people. There are nearly about 3000 sewing units, 450 knitting units, hundreds of dyeing units and other ancillary units which are un-countable. The annual for-ex business for the year 2008 stands at Rs. 8,000 crore and 12,000 in 2009. Due to the climate and availability of raw material and work force Tiruppur has had made a large contribution to the export of knitwear garments. Tirupur is the largest exporter of garment in India. There are 2,500 firms but most of the firms have a turnover less than 10 cores. After decades in the business, there are more companies like KPR Mills (No.1 with 847Cr turnover), S.P.Apparels, Eastman Global Clothing (No.2 with 800Cr turnover), PGC Textile Corporation (No.3 with 720Cr turnover) followed by Poppy, Centiwn, Dollar, etc., many in above 100 Cr mark.

INTERNATIONAL BRANDS

It is called the Knit Capital of India as it caters to famous brands retailers from all over the world. Nearly every international knitwear brand in the world has a strong production share from Tirupur.

It has a wide range of factories which export all types of Knits fabrics and supply garments for Kids, Ladies, Men's garments - innerwear exclusive. The city is known for its hosiery exports and provides employment for about 300,000 people. [citation needed]

Some of the world's largest retailers including C&A, Switcher SA, Walmart, Primark, Ovisse, Switcher, Polo Ralph Lauren, Diesel, ARMY, Tommy Hilfiger, M&S, FILA, Respect, H&M, HTHP, Whale, Reebok import many textiles items and clothing from Tirupur city. A large market for export reject pieces also exists centred in the Khaderpet locality close to the railway station. Another Large market for export surplus Fabrics exists in S.V.Colony, Doomlight, Lakshmi Nagar localities.

Notable PGC Textile Corporation acquired 51% stake in the Swiss retail group Switcher Holdings SA (www.switcher.com) in June 2010 which demonstrates a significant growth strategy of Tirupur where it will be moving forward. It's likely that many Tirupur companies are moving forward with international presence too.

REVIEW OF LITERATURE

- ❖ **Armstrong, (2000)** described the role of performance appraisal as a tool for looking forward to what need a to be done by people in the organization in order to achieve the purpose of the job, to meet new challenges, better use of technology skills and attributes.
- ❖ **Szilagyi & Wallace, (1990)** described the both organizational and individual capabilities and reach agreement on areas where performance needs to be improved. It is also a method in which to organization obtain feedback on the effectiveness of its employee's generating information which influences many of the organization decisions.
- ❖ **Edmonton, (1996)** suggested the following

PURPOSE OF THE PROCESS

1. Improvement in the communication between boss and subordinate through use of feedback
2. Identification of the scope of performance improvement and the means to achieve this.
3. Identification of individual training needs.
4. Identification of individual for future promotion.
5. As a power means of management control through the setting of objectives and the review of the performance against these objectives.

This is by no means a definitive list, but demonstrates the direction in which the performance appraisal system should move towards. The appraisal interview is the key interface between management and the employee and should allow the employee to have honest two communications with their direct line manager. This is seen as one of the key objectives of the performance appraisal process within LDL bit also similar to the study by Edmonton (1996) above the identification of training needs and objective setting is an essential element in the process.

- ❖ **Wiese & Buckley, (1998)** examined the performance appraisal assist on an individual basis the helping employee understanding and commitment but also in decision making about career choice and how they spend their time.
- ❖ **Michlitsch, (2000)** examined the Strategy implementation and delivery of organizational strategic targets is best accomplished through high performing people and it is not only identified purpose for performance appraisal.
- ❖ **CIPT survey (2005)** the ideal of the performance appraisal approach in that the described outcomes effectively enable the employee to meet their own performance targets through motivated self learning, but also that they understand that this help the organization meet and indeed exceed their strategic targets by linking individual performance targets to the overall strategic targets of the organizations. Performance appraisal is often the center pillar of the performance management process as highlighted in which it was discovered that 65% of organization surveyed used individual annual performance appraisal and 27% twice yearly.
- ❖ **Armstrong & Baron, (2005)** described the performance appraisal is one element of the performance management process which involves different measurement throughout the organization are to take advantage of their most important asset, employees, and gain human capital advantage of their important asset employees, and gain human capital advantage. There are other process within the organization such as technology and design but it is the human factor which is most difficult to replicate and therefore the most valuable.

OBJECTIVES OF THE STUDY

- ❖ To analyze the existing performance appraisal system followed by the company.
- ❖ To find out the factors that influences the employees towards as performance appraisal system.
- ❖ To find out the workers opinion towards the Pit Falls in the existing performance appraisal system.
- ❖ To find out the workers perception towards the feedback given about performance appraisal.
- ❖ To find out the key parameters of appraisal.

SCOPE OF THE STUDY

Findings of the study Provide a record of performance, an opportunity for a manager to meet & discuss performance, the employee with feedback about their performance, an employee to discuss issues and to clarify expectations and can be motivated with the reward and compensation.

LIMITATIONS OF THE STUDY

- The time period was limited.
- The study is limited only to the information collected from the employees and superiors.

RESEARCH METHODOLOGY

RESEARCH DESIGN

In this study, a Descriptive Research was initiated.

The major purpose of Descriptive Research as the term implies is to describe characteristics of a population or phenomenon. Descriptive research seeks to determine the answers to who, what, when, where, and how questions. Descriptive analysis refers to the transformation of raw data into a form that will make them easy to understand and interpret.

DATA COLLECTION- PRIMARY AND SECONDARY DATA**PRIMARY DATA**

Primary data relates to data which has been collected first hand and which has been collected for the purpose of analysis. It is undertaken, when data needed by the researcher does not exist, or are dated inaccurate, incomplete or unreliable, the researcher has to collect primary data. The primary data was collected through questionnaires from 250 respondents.

SOURCES OF PRIMARY DATA

Primary data was collected through structured questionnaires from Middle level employees, Low level workers, Staffs and Superiors

SECONDARY DATA

Secondary research invariably precedes primary research. Secondary data are data that were collected for another purpose and already exists somewhere.

SOURCES OF SECONDARY DATA

Secondary data was collected from Employee's individual records, Business Journals., and Newspapers.

SAMPLE TECHNIQUE

The simple random sampling is used in this study. Data were collected from 250 respondents.

TOOLS USED

- Percentage Analysis
- Chi – Square Test
- Spearman's rank correlation coefficient.
- F-Test
- T-Test

DATA ANALYSIS AND INTERPRETATION**TABLE NO. 1: SOCIAL – DEMOGRAPHIC FACTORS OF THE EMPLOYEES**

RESPONDENTS SOCIAL – DEMOGRAPHIC FACTORS					
GENDER OF THE RESPONDENTS			MARITAL STATUS		
SEX	RESPONDENTS	Percentage	MARITAL STATUS	RESPONDENTS	Percentage
MALE	158	63.2	MARRIED	153	61.2
FEMALE	92	36.8	UNMARRIED	97	38.8
TOTAL	250	100	TOTAL	250	100
EDUCATIONAL QUALIFICATION			MONTHLY INCOME OF EMPLOYEES		
EDUCATIONAL QUALIFICATION	RESPONDENTS	Percentage	MONTHLY INCOME(IN Rs)	RESPONDENTS	Percentage
SSLC	55	22	BELOW 10000	96	38.4
HSC	65	26	10000-15000	76	30.4
DIPLOMA	35	14	15000-20000	62	24.8
UG	60	24	20000-30000	8	3.2
PG	35	14	ABOVE 30000	8	3.2
TOTAL	250	100	TOTAL	250	100
AGE OF THE RESPONDENTS			YEARS OF SERVICE		
AGE	RESPONDENTS	Percentage	YEARS OF SERVICE	RESPONDENTS	Percentage
UPTO 20 YEARS	48	19.2	UPTO 2 YEARS	93	37.2
20-30 YEARS	97	38.8	2-6 YEARS	89	35.6
30-40YEARS	72	28.8	6-10 YEARS	36	14.4
>40 YEARS	33	13.2	ABOVE 10 YEARS	22	8.8
TOTAL	250	100	TOTAL	250	100

INFERENCE

The above table reveals the demographic factors in the study. The major respondents are male [63.2%], the maximum respondents belong to the age group of 20-30 years [38.8%], and maximum respondents are married [61.2%]. The educational qualification of the respondents stood at under graduation at the maximum [26%], the service stood at the majority of 37.2% and the income earned by majority of them [38.4%] are Rs. 10000.

CHI SQUARE

TABLE NO. 2: RELATIONSHIP BETWEEN INCREMENT AND TRANSFER, DEMOTION, SUSPENSION & DISMISSAL

DISMISSAL \ INCREMENT	Strongly agree	Agree	Either agree or disagree	Disagree	Strongly disagree	Total
Strongly agree	35 27.8	20 25.2	10 13.6	12 8.3	6 7.9	83
Agree	18 24.8	30 22.4	3 12.1	3 7.4	10 7.1	74
Either agree or disagree	12 11.7	10 10.6	7 5.7	3 3.5	3 3.3	35
Disagree	10 10.7	9 9.7	6 5.2	4 3.2	3 3.0	32
Strongly disagree	9 8.7	7 7.9	5 4.2	3 2.6	2 2.4	26
Total	84	76	41	25	24	250

Source: Primary Data

CALCULATION OF CHI-SQUARE ANALYSIS

Null Hypothesis (H₀) - There is a significant relationship between increment and transfer, demotion & dismissal.**Alternative Hypothesis (H₁)** - There is no significant relationship between increment and transfer, demotion & dismissal.**Degree of freedom****At the 5 percent level**

(r - 1) (c - 1)

Table value = 7.962

(5 - 1) (5 - 1)

Calculated value = 6.074

4 * 4 = 16

CHI - SQUARE TEST TABLE

Factor	Level of significance	Degree of freedom	Table value	Calculated value	Result
Relationship between educational qualification and level of satisfaction with training	0.05	16	7.962	6.074	Accepted

The calculated value of chi-square (6.074) is less than the table value (7.962), the null hypothesis is accepted. There is a significant relationship between educational qualification and level of satisfaction with training.

SPEARMAN'S RANK CORRELATION COEFFICIENT

TABLE NO. 3: RANK CORRELATION COEFFICIENT OF PERFORMANCE RATINGS AND TRAINING PROGRAMMES

PERFORMANCE RATINGS	TRAINING PROGRAMMES	Rank 1	Rank 2	d _i	d _i ²
83	82	1	5	4	16
78	73	5	4	1	1
46	49	4	3	1	1
25	31	3	2	1	1
18	15	2	1	1	1

$$\sum d_i^2 = 16 + 1 + 1 + 1 + 1$$

$$= 20$$

As we have no ties in data use the following formula:

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

Substitute the sum of d_i² information from Step 2 and the number of scores in each variable (n) into the formula:

$$\rho = 1 - \frac{6 \times 20}{5[(5)^2 - 1]}$$

$$\rho = 1 - 1.000$$

$$\rho = 0.000$$

Therefore, the Spearman coefficient is **0.000**. The result reveals that there is significant relationship between performance ratings and training programme provided to employees.

t – TEST

TABLE NO. 4: COMPARISON OF PERFORMANCE APPRAISAL SYSTEM NEEDED AND EXISTING PERFORMANCE APPRAISAL SYSTEM

PAS IS NEEDED & EXISTING SYSTEM	FREQUENCY	FREQUENCY
STRONGLY AGREE	132	71
AGREE	74	83
EITHER AGREE OR DISAGREE	14	68
DISAGREE	14	15
STRONGLY DISAGREE	16	13
TOTAL	250	250
Mean	50.00	50.00
STANDARD DEVIATION	52.55	33.35
STANDARD ERROR	23.50	14.91

PAIRED t TEST RESULTS

P value and statistical significance:

The two-tailed P value equals 1.0000

By conventional criteria; this difference is considered to be not statistically significant.

Confidence interval:

95% confidence interval of this difference: From -50.92 to 50.92

Intermediate values used in calculations:

t = 0.0000

df = 4

standard error of difference = 18.341

The comparison between the existing performance appraisal system and the performance appraisal system needed in the future as suggested reveals that the result of the *t* test is not significant to each other. Hence existing system is effective.

TABLE NO. 5: PAS IS HELPFUL TO REDUCING GRIEVANCE AMONG THE EMPLOYEE AND IMPROVING PERSONNEL SKILL

PAS REDUCING GRIEVANCE & PERSONNEL SKILLS	FREQUENCY	FREQUENCY
STRONGLY AGREE	115	77
AGREE	49	61
EITHER AGREE OR DISAGREE	55	44
DISAGREE	14	39
STRONGLY DISAGREE	17	29
TOTAL	250	250
MEAN	50.00	50.00
STANDARD DEVIATION	40.73	19.03
STANDARD ERROR	18.22	8.51

Paired t test results

P value and statistical significance:

The two-tailed P value equals 1.0000

By conventional criteria this difference is considered to be not statistically significant.

Confidence interval:

95% confidence interval of this difference: From -30.90 to 30.90

Intermediate values used in calculations:

t = 0.0000

df = 4

standard error of difference = 11.131

The relationship between reducing employee grievances and its impact on improving personnel skill and productivity is proves to be statistically insignificant. Hence the grievance handling mechanism has a greater impact on personnel skill.

F – TEST

TABLE NO. 6: PERFORMANCE ASSESSMENT BY SELF, SUPERIOR OR CONSULTANT AND IT HELPS TO WIN CO-OPERATION & TEAM WORK

ORG'S PERFORMANCE ASSESSMENT - COOPERATION & TEAMWORK	FREQUENCY	FREQUENCY
STRONGLY AGREE	80	93
AGREE	79	66
EITHER AGREE OR DISAGREE	62	44
DISAGREE	21	43
STRONGLY DISAGREE	8	4
TOTAL	250	250

RESULT

F statistic	1.0427
Degrees of freedom	4 4
two-tailed p-value	0.9686
95% confidence intervals	
upper	10.0149
lower	0.1086

The two samples are equal in variation.

The relationship between the performance assessment by self, superior or consultants and its importance in gaining cooperation and teamwork among employees analysed using *f test* reveals that both has an equal variation.

TABLE NO. 7: PERIODICAL PERFORMANCE RATINGS AND EMPLOYEES COUNSELLING

PERIODICAL RATINGS & EMPLOYEE COUNSELLING	FREQUENCY	FREQUENCY
STRONGLY AGREE	83	96
AGREE	78	61
EITHER AGREE OR DISAGREE	46	53
DISAGREE	25	21
STRONGLY DISAGREE	18	19
TOTAL	250	250

RESULT

F statistic	0.874
Degrees of freedom	4 4
two-tailed p-value	0.8993
95% confidence intervals	
upper	8.3945
lower	0.091

The two samples are equal in variation.

The relationship between the periodical performance rating system for employees and the employee counselling regarding their strengths and weaknesses are analyzed using *f-test* which shows that both the relevant fields have equal variation.

FINDINGS

1. The demographic factors in the study reveals that the major respondents are male [63.2%], the maximum respondents belong to the age group of 20-30 years [38.8%], and maximum respondents are married [61.2%]. The educational qualification of the respondents stood at under graduation at the maximum [26%], the service stood at the majority of 37.2% and the income earned by majority of them [38.4%] are Rs. 10000.
2. Majority of the respondents are needed performance appraisal system in the organization.
3. Chi square reveals that there is a significant relationship between educational qualification and level of satisfaction with training.
4. Spearman's rank correlation result reveals that there is significant relationship between performance ratings and training programme provided to employees.
5. The comparison between the existing performance appraisal system and the performance appraisal system needed in the future as suggested reveals that the result of the *t test* is not significant to each other.
6. The relationship between reducing employee grievances and its impact on improving personnel skill and productivity is proves to be statistically insignificant. Hence the grievance handling mechanism has a greater impact on personnel skill.
7. The relationship between the performance assessment by self, superior or consultants and its importance in gaining cooperation and teamwork among employees analysed using *f test* reveals that both has an equal variation.
8. The relationship between the periodical performance rating system for employees and the employee counselling regarding their strengths and weaknesses are analyzed using *f-test* which shows that both the relevant fields have equal variation.

SUGGESTIONS

1. The organization has to pay attention to increase the satisfaction level of the employees.
2. The employees need the separate performance appraisal team in the organization.
3. The training and development program can be improvised in order to increase the employees' personal as well as organization development.
4. Grievance handling team can be formed separately to solve major issues then and there
5. Performance Appraisal System presently followed can be maintained in order to spring fruitful results out of the work carried out by all the concerned parties of the organization.

CONCLUSION

The present research has been helpful to know the performance of the employees as well as organization.

As we all know the textile industry in India is a booming sector among all other industrial sector with the high economical contribution. It is essential for any company to know the level of performance appraisal its employees show towards their job, as higher appraisal will ensure there is lower employee turnover. There is a general saying that HAPPY WORKERS ARE PRODUCTIVE WORKERS.

This project helped to understand the way to appraise the employees and hopes to improve the relevant fields accordingly based on the requirement. The Employees are highly satisfied with the appraisal of the organization, working environment and the fringe benefits provided by the Organization. Hence the Textile Industries in Tirupur are a very promising and also challenging business future, and the performance of the employees play a vital role as a driving force of the industry towards success.

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