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REVIEW OF LITERATURE

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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

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EMPLOYEES PERSPECTIVE VIEW TOWARDS PERFORMANCE APPRAISAL AND TRAINING PROGRAMMES PRACTICED IN SUGAR INDUSTRIES IN ERODE DISTRICT

M. SELVI SRIDEVI

LECTURER

J.K.K. MUNIRAJAH COLLEGE OF TECHNOLOGY

T.N. PALAYAM

DR. L. MANIVANNAN

ASSOCIATE PROFESSOR

ERODE ARTS COLLEGE

ERODE

ABSTRACT

Performance appraisal is one of the most broadly researched human resource management practices. This paper research on employees' perspective view towards performance appraisal and training programmes practised in sugar industries in Erode District. This paper examined the interdependence of Independent factors and the respondents' level of satisfaction on Performance Appraisal and Training Programmes aspect of technical measurement issues and problems, and was followed by an attack of research related to the contact of Cognitive processes on performance appraisals system. The sample was selected on the basis of stratified random sampling method. The study used self-administered structured questionnaire as the research instrument. The data obtained were analyzed using descriptive and inferential statistics. The focus of the performance appraisals and training programmes are turning towards career development relying on the dialogues and discussions with the superiors. Hence, the present study concentrated in aspects/ measure the interdependence of the independent factors of the respondents' level of satisfaction with the Performance Appraisal and Training Programmes practises, the results were subjected to multiple regression analysis. If satisfaction accounts for the merits of the respondents' performance appraisal, dissatisfaction accounts for the problems in using it. Hence, the routine problems faced by the respondents in using performance appraisal system and training programmes were studied under Henry Garrett ranking method.

KEYWORDS

Career Development, Henry Garrett Ranking Method, Performance Appraisal and Training Programmes, Multiple Regression Analysis, Performance Appraisal System (PAS).

1. INTRODUCTION

Performance appraisal means evaluating an employee's current and/or past performance relative to his or her performance standards. The present study was undertaken in the selected Sugar companies in Erode District, Tamilnadu state viz. Sakthi Sugars Ltd., Sakthi Nagar, Bhavani and Bannari Amman Sugars Ltd., Allathukombai, Sathyamangalam. These sugar companies are biggest employer of the people and act as a model employer in respect of salary and other facilities to the employees. If these companies have to cope up with the competitive environment and make rapid step, they have to develop their human resources effectively besides taking care of other resources. Needless to mention that, the growth and viability of the organization depend upon the quality of its human resources. In this context, the policies and practices of performance appraisal and training programmes play a vital role. Further, implementation of these policies and practices depend upon attitude and support of the employees. Hence, the present study concentrated in HRD aspect to measure the interdependence of the independent factors viz., Age, Designation/grade, Department, Educational Qualification, Marital Status, Family Size, Type of Family, Scale of Pay, Experience, Workers Performance, Labour Welfare Measures of the respondents' level of satisfaction with the Performance Appraisal and Training Programmes practices and the routine problems faced by the respondents in using performance appraisal and training programmes were studied. For this purpose, seven major Performance Appraisal System problems were chosen by the researcher. They were No recognition for supervisor, Biased in communication, Difficult to comparison, Assessment becomes vague, Attributes/traits were vague, Potentialities were ignored and Raters errors and also the routine problems faced by the respondents in training programme were studied. For this purpose, five major problems were chosen by the researcher, viz., Lack of impressive teaching, Advanced topics cannot be taught by the trainer, Poor communication, Training environment is artificially created and Excessive Stress.

2. REVIEW OF LITERATURE

Randell, D.L. (1973)¹ in his paper titled "Performance appraisal: purposes, practices and conflicts", discusses the collection of information from and about people at work. It attempts to structure the field, define key problems, expose sources of conflict and point the way to resolving major difficulties.

Bedeian (1976)² in his paper titled "Rater Characteristics Affecting the Validity of Performance Appraisals" states that the task of developing effective performance appraisal systems is one of the most preferred contemporary problems of personnel administration. An abundance of literature is available detailing the problems and difficulties inherent in subordinated appraisals. Numerous studies have made suggestions for rating format and content changes. Some have even suggested the elimination of appraisal. More recently, an identifiable body of knowledge which seriously casts doubt on the use of supervisor's judgment in evaluating employee performance has begun to emerge. The purpose of this paper is to explore this emerging body of knowledge and to examine its ramifications for performance appraisal.

Davis and Mount (1984)³ in their study evaluated the effectiveness of performance appraisal training in an organizational setting. Four hundred and two middle level managers were randomly assigned to one of the three conditions: no training, computer assisted instruction only (CAI), or CAI training plus a behavior modeling workshop (CAIW). Training effectiveness was assessed on two categories of dependent variables, managerial learning and managerial job performance. As predicted trained managers were found to be more knowledgeable of performance appraisal than untrained managers. Also as predicted, managers in the CAIW group conducted appraisal discussions which were perceived by employees as more satisfying than employees of managers in the no training group. Only partial support was obtained for the hypothesis that trained managers would be more effective in completing performance appraisal forms. Clinton O. Longenecker and Laurence S. Fink (1999)⁴ in their article entitled "Creating Effective Performance Appraisals", indicate that performance appraisals can be a good way for organizations to boost employees' motivation and hone their competitive edge. But creating useful performance appraisals – and making

¹ Randell, D.L. "Performance appraisal: purposes, practices and conflicts", Occupational Psychology, Vol. 47, 1973, pp.221-224.

² Arthur G. Bedeian, "Rater Characteristics Affecting the Validity of Performance Appraisals", Journal of Management, Vol.2, 1976 pp. 37-45

³ Brian L. Davis, Michael K. Mount, "Effectiveness of Performance Appraisal Training Using Computer Assisted Instruction and Behavior Modeling", Personnel Psychology, Vol. 37, No. 3, 1984, pp. 439-452.

⁴ Clinton O. Longenecker and Laurence S. Fink, "Creating Effective Performance Appraisals", Industrial Management, September 1 1999.

sure they are used effectively throughout an organization -- isn't easy. The 10 lessons here can help a company move closer to appraisals that help staff perform their best.

3. NEED FOR THE STUDY

Performance Appraisal is a systematic objective way of judging the relative worth or ability of an employee in performing a job. Performance appraisal provides information about the performance ranks based on which decisions regarding salary fixation, confirmation, promotion, transfer and demotion are taken. It provides feedback information about the level of achievement and behavior of subordinates. This information helps to review the performance of the subordinate, rectify performance deficiencies and set new standards of work, if necessary. Further, it helps to counsel the subordinates and to diagnose deficiency in employee regarding skill, knowledge, determine training and development needs and to prescribe the means for employee growth and provide information for correcting placement.

Performance appraisal offers a competitive advantage to a firm by improving performance, helping make correct decisions, ensuring legal compliance, minimizing job dissatisfaction and employee turnover and ensuring consistency between organizational strategy and behaviour.

4. STATEMENT OF THE PROBLEM

Performance appraisal is a systematic way of judging the relative worth of an employee in performing his/her tasks. It helps to identify the employees' (Strength), who are performing the given task well and *also* those who are not able to achieve. The reasons for such (poor) performance over the period are recorded and necessary steps taken to equip the employees where they are weak and unable to cope with the organization's task. Since, its formal introduction in 1920, Performance Appraisal has undergone tremendous changes in terms of its concept and philosophy.

Basically in all introductions, the appraisal on performance has been practised to assess the knowledge, skill and involvement of an employee towards the jobs assigned to him/her, which enables the employer to decide the structure of their salary and promotion. The Performance Appraisal is done to identify the employees' weakness and train them to acquire technical knowledge and skills.

In order to ascertain the problems in performance appraisal and training programmes practised in sugar industries of Erode District, the research has mainly focused on the performance appraisal system and its functioning in sugar industries. Further, it has collected the opinion of the employees regarding performance appraisal.

On certain occasions, the employees are exhibiting their full talents. At this juncture, it is very difficult to measure accurately or appraise the potential of each and every employee working in the study area (i.e. Sugar industries). Based on the above issues, the following questions were probed.

1. How far the Performance Appraisal is measured in the selected sugar industries?
2. What are the problems faced by the respondents in using traditional method or modern method of appraising the potential of employees working in sugar industries in Erode District?

5. OBJECTIVES OF THE STUDY

The following are only a part of the main objectives of the study.

- To find out the relationship between various factors that influence that Performance Appraisal and Training Programme practises in sugar industries in Erode District.
- To find out the main factors that affects the Performance Appraisal and Training Programmes
- To study the routine problems faced by the respondents in using Performance Appraisal System and Training Programmes.
- To appraise employees performance and provide the feedback to employees.

6. STUDY AREA

For the purpose of this study, "Sakthi Sugars Ltd., Sakthi Nagar, Appakudal, Bhavani" and "Bannari Amman Sugars Ltd., Allathukombai, Sathyamangalam" in Erode District, Tamil Nadu have been chosen purposively, due to their reputation. The time period considered for the study is limited to 3 years from 2009-2012.

7. RESEARCH METHODOLOGY

The present study is designed as a descriptive approach. It has been carried out on the basis of secondary as well as primary data.

PRIMARY DATA

Primary data were collected with the help of a well structured questionnaire from 600 sample respondents. For this purpose, stratified random sampling method was employed by selecting respondents from four major departments. The distribution of sample respondents according to their respective departments is furnished in the following table.

TABLE NO. 1: SAMPLE OF RESPONDENT

DEPARTMENT	NO. OF RESPONDENTS
LABOUR	80
FITTER	310
OPERATOR	102
ELECTRICIAN	108
TOTAL	600

SECONDARY DATA

Secondary data, the study also used secondary source of information. The conceptual theoretical framework of performance appraisal and its applications to Manufacturing Industries are gathered from standard text books available in the Library. Further Web resources are also used to gain the latest information on performance appraisal.

ANALYTICAL TOOLS

The collected data are compiled, tabulated and classified according to the objectives of the present study and the following statistical tools are used to analyze the data.

- Percentage Analysis
- Chi-Square Analysis
- Multiple Regression Model and
- Henry Garrett Ranking Method

8. RESULTS & DISCUSSION

8.1 PERCENTAGE ANALYSIS

8.1.1. RESPONDENTS' SCALE OF PAY IN THEIR JOB IN PERCENTAGE ANALYSIS

Salary is a powerful determinant to fulfill the needs of an employee. Generally, salary structure of different categories of employees in an organization influences the satisfaction level of the employees in an organization. The satisfaction of employees with the Performance Appraisal and Training Programmes is also likely to differ on the basis of the salary structure of the employees. For the purpose of this study, the salary structure of the sample was classified into four

categories namely, i) Below Rs.4000 ii) Rs. 4001 – 6000 iii) 6001 – 8000 and iv) Above Rs.8000. If the employees get more salary, their performance and their satisfaction level is more. This study aims in deriving the employees' scale of pay and their level of satisfaction towards their job and it is displayed in the following table 10.1.1.

TABLE NO. 2: RESPONDENTS' SCALE OF PAY AND THEIR LEVEL OF SATISFACTION ABOUT THEIR JOB

S. No.	Scale of pay	Bannari Amman Sugars		Sakthi Sugars	
		No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)
1.	Below Rs.4000	27	9.0	21	7.0
2.	Rs.4001-6000	42	14.0	32	10.7
3.	Rs.6001-8000	75	25.0	38	12.7
4.	Above Rs.8000	156	52.0	209	69.7
	Total	300	100.0	300	100.0

The above table reveals that out of 600 respondents, 300 respondents are working in Bannari Amman Sugars Ltd., and 300 respondents are working in Sakthi Sugars Ltd. In Bannari Amman Sugars Ltd, out of 300 samples 27(9.0%) respondents earn less than Rs.4000, 42(14%) respondents earn between Rs.4001 – 6000, 75 (25%) respondents earn between Rs.6001 – 8000 and 156 (52%) respondents earn more than Rs.8000. In Sakthi Sugars Ltd., out of 300 samples 21 (7.0%) respondents earn less than Rs.4000, 32 (10.7%) respondents earn between Rs.4001 – 6000, 38 (12.7%) respondents earn between Rs. 6001 – 8000 and 209(69.7%) respondents earn more than Rs.8000.

8.2 CHI-SQUARE TESTS

HYPOTHESIS- I

Null hypothesis H_0 : There is no significant relationship between age and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between age and level of satisfaction with existing performance appraisal system.

TABLE NO.3: AGE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Age	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Below 35 yrs.	74	12.3	51.8	48	60	4.4
2.	26-35 yrs.	163	27.2	52.7	46	60	3.8
3.	36-45 yrs.	254	42.3	52.0	48	60	4.5
4.	Above 45 yrs.	109	18.2	53.6	48	60	4.0
	Total	600	100.0				

TABLE NO. 4: AGE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Age	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Below 25 yrs.	29 (39.2)	31 (41.9)	14 (18.9)	74
2.	26-35 yrs.	38 (23.3)	86 (52.8)	39 (23.9)	163
3.	36-45 yrs.	108 (42.5)	94 (37.0)	52 (20.5)	254
4.	Above 45 yrs.	24 (22.0)	63 (57.8)	22 (20.2)	109
	Total	199	274	127	600

TABLE NO.5: AGE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Age	26.946	12.592	6	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a significant relationship between age and level of satisfaction with existing performance appraisal system practised in the selected sugar industries.

HYPOTHESIS- II

Null hypothesis H_0 : There is no significant relationship between designation and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between designation and level of satisfaction with existing performance appraisal system.

TABLE NO. 6: DESIGNATION AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Designation	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Labour	80	13.3	53.0	48	60	4.3
2.	Fitter	309	51.5	52.6	48	60	4.4
3.	Operator	103	17.2	53.0	48	60	4.3
4.	Electrician	108	18.0	51.1	46	60	3.4
	Total	600	100.0				

TABLE NO. 7: DESIGNATION AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Designation	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Labour	16 (20.0)	44 (55.0)	20 (25.0)	80
2.	Fitter	100 (32.4)	134 (43.4)	75 (24.3)	309
3.	Operator	34 (33.0)	43 (41.7)	26 (25.2)	103
4.	Electrician	49 (45.4)	53 (49.1)	6 (5.6)	108
	Total	199	274	127	600

TABLE NO. 8: DESIGNATION AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Designation	26.804	12.592	6	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. There is a close relationship between designation of the respondents and their level of satisfaction towards performance appraisal system practised in the selected sugar industries.

HYPOTHESIS- III

Null hypothesis H_0 : There is no significant relationship between department and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between department and level of satisfaction with existing performance appraisal system.

TABLE NO. 9: DEPARTMENT AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Department	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Electrical	153	25.5	51.4	48	57	3.1
2.	Engineering	255	42.5	53.3	46	60	4.9
3.	Administration	100	16.7	50.6	48	60	3.0
4.	Distillery	92	15.3	53.9	48	60	4.0
	Total	600	100.0				

TABLE NO. 10: DEPARTMENT AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Department	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Electrical	53 (34.6)	82 (53.6)	18 (11.8)	153
2.	Engineering	78 (30.6)	97 (38.0)	80 (31.4)	255
3.	Administration	51 (51.0)	41 (41.0)	8 (8.0)	100
4.	Distillery	17 (18.5)	54 (58.7)	21 (22.8)	92
	Total	199	274	127	600

TABLE NO. 11: DEPARTMENT AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Department	52.684	12.592	6	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between Department of the respondents and their level of satisfaction towards performance appraisal system practised in the selected sugar industries.

HYPOTHESIS- IV

Null hypothesis H_0 : There is no significant relationship between educational qualification and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between educational qualification and level of satisfaction with existing performance appraisal system.

TABLE NO.12: EDUCATIONAL QUALIFICATION AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Educational Qualification	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Upto school level	230	38.3	54.4	46	60	4.6
2.	Diploma	186	31.0	50.4	48	58	3.2
3.	Graduate	100	16.7	51.1	48	60	3.8
4.	Post Graduates	84	14.0	53.2	48	60	2.5
	Total	600	100.0				

TABLE NO. 13: EDUCATIONAL QUALIFICATION AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Educational Qualification	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Upto school level	25 (10.9)	123 (53.5)	82 (35.7)	230
2.	Diploma	112 (60.2)	57 (30.6)	17 (9.1)	186
3.	Graduate	54 (54.0)	29 (29.0)	17 (17.0)	100
4.	Post Graduate	8 (9.5)	65 (77.4)	11 (13.1)	84
	Total	199	274	127	600

TABLE NO. 14: EDUCATIONAL QUALIFICATION AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Educational Qualification	178.513	12.592	6	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between Educational Qualification of the respondents and their level of satisfaction towards performance appraisal system.

HYPOTHESIS- V

Null hypothesis H_0 : There is no significant relationship between type of family and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between type of family and level of satisfaction with existing performance appraisal system.

TABLE NO. 15: TYPE OF FAMILY AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Marital status	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Married	415	69.2	52.5	46	60	4.3
2.	Unmarried	185	30.8	52.2	46	60	4.1
	Total	600	100.0				

TABLE NO. 16: MARITAL STATUS AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Marital status	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Married	136 (32.8)	187 (45.1)	92 (22.2)	415
2.	Unmarried	63 (34.1)	87 (47.0)	35 (18.9)	185
	Total	199	274	127	600

TABLE NO. 17: MARITAL STATUS AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Marital status	0.810	5.991	2	Not Significant

Result: Since the χ^2 value is less than table value, the null hypothesis is accepted. Hence, there is a no significant relationship between marital status and level of satisfaction with existing performance appraisal system practised in the selected sugar industries.

HYPOTHESIS- VI

Null hypothesis H_0 : There is no significant relationship between family size and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between family size and level of satisfaction with existing performance appraisal system.

TABLE NO. 18: FAMILY SIZE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Family size	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Upto 3 members	117	19.5	51.5	48	60	4.4
2.	3-5 members	346	57.7	52.5	46	60	4.6
3.	Above 5 members	137	22.8	53.2	48	60	2.7
	Total	600	100.0				

TABLE NO. 19: FAMILY SIZE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Family size	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Upto 3 members	53 (45.3)	43 (36.8)	21 (17.9)	117
2.	3-5 members	139 (40.2)	121 (35.0)	86 (24.9)	346
3.	Above 5 members	7 (5.1)	110 (8.3)	20 (14.6)	137
	Total	199	274	127	600

TABLE NO. 20: FAMILY SIZE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Family size	95.091	9.488	4	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between Family Size of the respondents and their level of satisfaction towards performance appraisal practices.

HYPOTHESIS-VII

Null hypothesis H_0 : There is no significant relationship between type of family and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between type of family and level of satisfaction with existing performance appraisal system.

TABLE NO. 21: TYPE OF FAMILY AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Type of family	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Joint family	295	49.2	52.5	46	60	3.3
2.	Nuclear family	305	50.8	52.4	48	60	5.0
	Total	600	100.0				

TABLE NO. 22: TYPE OF FAMILY AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Type of family	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Joint family	61 (20.7)	191 (64.7)	43 (14.6)	295
2.	Nuclear family	138 (45.2)	83 (27.2)	84 (27.5)	305
	Total	199	274	127	600

TABLE NO.23: TYPE OF FAMILY AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Type of family	85.457	5.991	2	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between type of family of the respondents and their level of satisfaction with performance appraisal practices.

HYPOTHESIS- VIII

Null hypothesis H_0 : There is no significant relationship between experience and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between experience and level of satisfaction with existing performance appraisal system.

TABLE NO. 24: EXPERIENCE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Number of years of service	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Upto 10 years	81	13.5	53.2	46	60	4.5
2.	10-20years	300	50.0	50.8	46	60	3.4
3.	Above 20 years	219	36.5	54.4	48	60	4.3
	Total	600	100.0				

TABLE NO. 25: EXPERIENCE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO – WAY TABLE)

S. No.	Number of years of service	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Upto 10 years	22 (27.2)	32 (39.5)	27 (33.3)	81
2.	10-20years	136 (45.3)	130 (43.3)	34 (11.3)	300
3.	Above 20 years	41 (18.7)	112 (51.1)	66 (30.1)	219
	Total	199	274	127	600

TABLE NO. 26: EXPERIENCE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI – SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Number of years of service	58.212	9.488	4	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between the number of years of service of the respondents and their level of satisfaction with performance appraisal system practised in selected sugar industries.

HYPOTHESIS- IX

Null hypothesis H_0 : There is no significant relationship between workers performance and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between workers performance and level of satisfaction with existing performance appraisal system.

TABLE NO. 27: SUPERIORS' RATING OF WORKERS PERFORMANCE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Superior rates workers performance	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Low	187	31.2	49.0	48	60	2.3
2.	Medium	198	33.0	53.4	46	60	2.6
3.	High	215	35.8	54.5	48	60	4.9
	Total	600	100.0				

TABLE NO. 28: SUPERIORS' RATING OF WORKERS PERFORMANCE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO-WAY TABLE)

S. No.	Superior rates workers performance	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Low	135 (72.2)	46 (24.6)	6 (3.2)	187
2.	Medium	11 (5.6)	159 (80.3)	28 (14.1)	198
3.	High	53 (24.7)	69 (32.1)	93 (43.3)	215
	Total	199	274	127	600

TABLE NO. 29: SUPERIORS' RATING OF WORKERS PERFORMANCE AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Workers performance	297.618	9.488	4	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between superiors rating of workers performance and their level of satisfaction towards performance appraisal system practised in selected sugar industries.

HYPOTHESIS - X

Null hypothesis H_0 : There is no significant relationship between labour welfare measures and level of satisfaction with existing performance appraisal system.

Alternative hypothesis H_1 : There is significant relationship between labour welfare measures and level of satisfaction with existing performance appraisal system.

TABLE NO.30: LABOUR WELFARE MEASURES PRACTISED AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM

S. No.	Labour welfare measures Practised	No. of Respondents	%	Ave rage	Range		S.D
					Min	Max	
1.	Low	119	19.8	51.9	46	58	3.2
2.	Medium	304	50.7	51.3	48	60	3.4
3.	High	177	29.5	54.7	48	60	5.2
	Total	600	100.0				

TABLE NO. 31: LABOUR WELFARE MEASURES PRACTISED AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (TWO-WAY TABLE)

S. No.	Labour welfare measures practised	Level of satisfaction with existing Performance Appraisal System			Total
		Low	Medium	High	
1.	Low	39 (32.8)	70 (58.8)	10 (8.4)	119
2.	Medium	123 (40.5)	149 (49.0)	32 (10.5)	304
3.	High	37 (20.9)	55 (31.1)	85 (48.0)	177
	Total	199	274	127	600

TABLE NO. 32: LABOUR WELFARE MEASURES PRACTISED AND LEVEL OF SATISFACTION WITH EXISTING PERFORMANCE APPRAISAL SYSTEM (CHI-SQUARE TEST)

Factor	Calculated χ^2 Value	Table Value	D.F	Remarks
Labour welfare measures	112.148	9.488	4	Significant at 5% level

Result: Since the χ^2 value is greater than table value, the null hypothesis is rejected. Hence, there is a close relationship between labour welfare measures practised in the organization and their level of satisfaction towards performance appraisal system practised in selected sugar industries.

8.3 MULTIPLE REGRESSION ANALYSIS:

The regression is a statistical relationship between two or more variables. When there are two or more independent variables, the analysis that describes such relationship is multiple regression. This analysis is adopted where there is one dependent variable that is presumed to be in relation with the function of two or more independent variables. In multiple regression, a linear composite of explanatory variable is formed, in such a way that it has maximum correlation with an active criterion variable. The main objective of using this technique is to predict the variability of the dependent variable, based on its co-variance with all the independent variables. It is useful to predict the level of dependent phenomenon through Multiple Regression Analysis Models, if the levels of independent variables are given. The linear multiple regression problems is to estimate coefficients of $\beta_1, \beta_2, \dots, \beta_j$ and β_0 such that the expression,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_j X_j$$

provides a good estimate of an individual Y score based on the X scores.

In this analysis, the relationship between the respondents' level of satisfaction with the Performance Appraisal and Training Programme practices were studied by selecting eleven independent factors. It was found that out of eleven variables, only eight were closely associated with the level of satisfaction with the Performance Appraisal and Training Programme practices among the selected sample respondents. The eleven independent variables used in multiple regression analysis are shown below. They are,

Where, Y	=	Level of satisfaction in performance appraisal system
X_1	=	Respondents' Age
X_2	=	Respondents' Designation or grade
X_3	=	Respondents' Department
X_4	=	Respondents' Educational Qualification
X_5	=	Respondents' Marital Status
X_6	=	Respondents' Family Size
X_7	=	Respondents' Type of Family
X_8	=	Respondents' Scale of Pay
X_9	=	Respondents' Experience
X_{10}	=	Respondents' Workers Performance
X_{11}	=	Respondents' idea about Labour Welfare Measures and

$\beta_0 + \beta_1 + \beta_2 + \dots + \beta_j$ are the parameters to be estimated.

HYPOTHESIS- XI

H_0 = There is no significant relationship between independent and dependent variables

The respondents' level of satisfaction with the Performance Appraisal and Training Programmes and independent factors were studied by selecting eleven independent factors used, the results were subjected to multiple regression analysis are shown below.

TABLE NO. 33: COEFFICIENTS

Sl.No.	Variables	Unstandardized coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	-0.091	0.191			
1	Age	0.848	0.023	0.813	36.158	1%
2	Designation	0.564	0.033	0.542	17.105	1%
3	Department	-0.054	0.023	-0.056	-2.374	5%
4	Educational Qualification	0.172	0.045	0.083	3.833	1%
5	Marital Status	-0.005	0.034	-0.003	-0.138	NS
6	Family Size	-0.031	0.044	-0.016	-0.698	NS
7	Type of family	-0.067	0.021	-0.068	-3.099	1%
8	Scale of Pay	0.171	0.034	0.120	5.042	1%
9	Experience	0.072	0.027	0.062	2.656	1%
10	Workers Performance	0.434	0.037	0.388	11.660	1%
11	Labour Welfare Measures	0.009	0.022	0.010	0.403	NS

TABLE 34: Table Value of F

R-Value	R ² -Value	Degree of Freedom – V ₁	Degree of freedom – V ₂	F Value	Significance
0.888	0.788	14	985	262.21	1% Level

The larger the F ratio there will be more variance in the dependent variable that is associated with the independent variable. The F ratio = 262.21. The multiple linear regression co-efficient (dependent variables) is found to be statistically a good fit since r^2 value is 0.788 (Table 11.1.2). It shows that the independent variables contribute 79% of variations in the level of satisfaction of the employees, and this is statistically significant at 1% level and 5% level respectively. The F ratio = 262.21. Since reject the null hypothesis is rejected. Hence, there is close relationship between independent and dependent variables.

Out of eleven variables, only eight variables are showing much influence against the level of satisfaction perceived by the respondents on the Performance Appraisal and Training Programmes practiced in sugar industries. The standardized coefficient column reveals that age of the respondent has the beta coefficient 0.813 which is statistically significant at 1% (0.001), Designation of the respondent has beta coefficient 0.542 which is statistically significant at 1%

(0.001), Department has the beta coefficient -0.056 which is statistically significant at 5%(0.005), Educational Qualification of the respondent has beta coefficient 0.083 which is significant at 1%(0.001), Marital status of respondent has the beta coefficient -0.003 which is not significant at 1% (0.001), Family size of the respondent has beta coefficient -0.016 which is not significant at 5% (0.005), Type of family has the beta coefficient -0.068 which is significant at 1%(0.001), Scale of Pay has the beta coefficient -0.120 which is significant at 1%(0.001), Experience has the beta coefficient 0.062 which is significant at 1%(0.001), Experience has the beta coefficient 0.0388 which is significant at 1%(0.001), Workers Performance has the beta coefficient 0.388 which is significant at 1%(0.001), Labour Welfare Measures has the beta coefficient 0.010 which is not significant at 1%(0.001).

9. PROBLEMS FACED BY THE RESPONDENTS IN THE PERFORMANCE APPRAISAL SYSTEM

An appraisal interview, when conducted properly, yields benefits for individual employees, management and the organization as a whole. If satisfaction accounts for the merits of the respondents' performance appraisal, dissatisfaction accounts for the problems in using it. Hence, the routine problems faced by the respondents in using performance appraisal system were studied. For this purpose, seven major problems were chosen by the researcher. They were No recognition for supervisor, Biased in communication, Difficult to comparison, Assessment becomes vague, Attributes/traits were vague, Potentialities were ignored and Raters errors.

The respondents were asked to pinpoint from the most burning issue to the less concerning problems. Henry Garrett ranking method was employed and the results were furnished in the following table.

TABLE NO. 35: PROBLEMS FACED BY THE RESPONDENTS IN THE PERFORMANCE APPRAISAL SYSTEM

S. No	Problems	Total Score	Mean Score	Rank
1.	No recognition for supervisor	33974	56.6	II
2	Biased in communication	26149	43.6	VI
3	Difficult to comparison	28587	47.6	V
4	Assessment becomes vague	34881	58.1	I
5	Attributes/traits were vague	32469	54.1	III
6	Potentialities were ignored	29149	48.6	IV
7	Raters errors	26042	43.4	VII

The above table highlights that out of the seven problems listed; the prime problem pinpointed by the respondents was "Assessment becomes vague", which was ranked first with a Garrett score of 34881 points. It is followed by "No recognition for supervisor", placed in the second rank with the Garrett score of 33974 points. The problems such as "Attributes/traits were vague", "Potentialities were ignored" and "Difficult to comparison" were ranked in the third, fourth and fifth places with the Garrett scores of 32469, 29149 and 28587 points respectively. The other issues namely, the Biased in communication was ranked in the sixth position with the Garrett score of 26149 points. Lastly, Raters errors were ranked in the seventh place with a Garrett score of 26042 points.

10. PROBLEMS FACED BY THE RESPONDENTS IN THE TRAINING PROGRAMS

There are many impediments which can make a training programme ineffective. Hence, the routine problems faced by the respondents in training programme were studied. For this purpose, six major problems were chosen by the researcher, viz., Lack of impressive teaching, Advanced topics cannot be taught by the trainer, Poor communication, Training environment is artificially created and Excessive Stress. The respondents were asked to reveal their opinion from the most burning issue to the less concerning problems. Henry Garrett ranking method was employed and the results were furnished in the following table.

TABLE NO. 36: PROBLEMS FACED BY THE RESPONDENTS IN THE TRAINING PROGRAMS

S. No	Problems	Total Score	Mean Score	Rank
1.	Lack of impressive teaching	33822	56.4	II
2	Advanced topics cannot be taught	34523	57.5	I
3	Poor communication	27207	45.3	V
4	Training environment is artificially created	30396	50.7	III
5	Excessive Stress	29260	48.8	IV

The above table highlights that out of the six problems listed, the prime problem pinpointed by the respondents with 1st rank was Advanced topics cannot teach by the trainer which obtained a Garrett score of 34523 points. It is followed by lack of impressive teaching placed in the second rank with the Garrett score of 33822 points. The problems such as Training environment is artificially created, Excessive Stress and Poor communication were ranked in the third, fourth and fifth places with the Garrett scores of 30396, 29260 and 27207 points respectively.

11. FINDINGS

From the results of the multiple regression analysis it is concluded that out of eleven variables, only eight variables are showing much influence against the level of satisfaction perceived by the respondents on the Performance Appraisal and Training Programmes practiced in sugar industries. They are respondents' Age, Designation, Department, Educational Qualification, Type of Family, Scale of Pay, Experience and Workers Performance.

From Henry Garrett ranking method Problem faced by the respondents in the Performance Appraisal System was analyzed and it revealed that "Assessment becomes vague" which was ranked first with a help of Garrett Ranking Method. Problem faced by the respondents in the Training Programs was analyzed and it revealed that the prime problem pinpointed by the respondents and it revealed that "Advanced topics cannot be taught" by the training which was ranked first with a help of Garrett Ranking Method.

12. SUGGESTIONS

1. Age-wise analysis reveals that only the respondents belonging to above 45 years have satisfied in the existing Performance Appraisal System. Hence, it is suggested that the management should change that Appraisal System has practiced in the Government Organization and Public sector Organizations to retain in the young and middle aged respondents.
2. The employees having Operator and Labour Designation have perceived maximum level of satisfaction than the Fitter and Electricians. Hence, it is should be suggested that uniformity should be practiced for all Designations.
3. Employees working in Distiller Department have perceived maximum level of satisfaction than the employees working in the other departments. Hence, it is suggested that both the sugar industries top management should practiced uniformity should be practiced in all departments including Electrical, Engineering and Administration.
4. The employees' education and their satisfaction on Performance Appraisal System have studied and it is found that the respondents having the school level educations should high level of satisfaction. Hence, the management should take new care towards Diploma holders, Graduates and Post-Graduates.

13. CONCLUSION

Measuring employee performance is the basis of the Performance appraisal processes and performance management. Evaluation of the Employees Performance Appraisal depends upon the organization. The overall Performance Appraisal and Training Programmes practiced in sugar industries in Erode District was studied

and found good. The development of employees' workforce is continuous and essential process and it is realized by the top management and workforce of Sugar Mills. Performance Appraisal and Training programmes helps to promote the employee in a right scale of pay. The employees have close association with the Performance Appraisal and Training Programmes Practiced in Sugar Industries. The management should come forward to change the Appraisal System as practiced in the Government Organization and Public Sector Organizations to retain in the young and middle aged respondents. The employees should realize that the organization conducts Performance Appraisal and Training Programmes to enhance the knowledge and skills of the employees and to achieve its goals. Effective monitoring and measuring also includes providing timely feedback and reviews to employees for their work and performance according to the pre-determined goals and standards and solving the problems faced. Timely recognition of the accomplishments also motivates the employees and help to improve the performance. Performance appraisal offers competitive advantage to the select sugar industries by improving the employees performance, helps them to make correct decisions, ensuring legal compliance, minimizing job dissatisfaction and employee turnover and ensuring consistency between organizational strategy and behavior. Training Programmes practiced in sugar mills contributing to its capacity to grow. Accident, scrap and damage to machinery and equipment can be avoided or minimized.. Furthermore, future need of employees will be taken care by Performance Appraisal and Training Programmes practiced in sugar industries. There are several initiatives for career planning and career development, but it is not just organizations alone, even the employees themselves have a roal in shaping their careers.

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