A Study on Employee Performance Appraisal in Texmec Engineering Ltd – Coimbatore City

Dr. B. Saranya, Head, Department of Commerce, PSG College of & Science, Coimbatore, Tamil Nadu, India

K.Vishnupriya, M.Phil Research Scholar (Commerce) – Fulltime, PSG College of & Science, Coimbatore, Tamil Nadu, India

Abstract - Performance Appraisal system can be described as a fairly old system of measuring employees' performance that has been in use in many organizations.

Introduction

Performance Appraisal can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the human capital and by developing the capabilities of teams and individuals within that organization (Armstrong and Baron, 2000). The process of Performance Appraisal therefore focuses not only with 'WHAT' is produced but, also 'HOW' it is produced. Performance Appraisal can be achieved through many different ways.

1.2 Review of Literature

"The overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such .

achieve four objectives including the salary reviews, the development and training of individuals, planning job rotation and assistance promotions".

-CUMMINGS

"Performance Appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job"

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1.3 Objectives of the Study

1. To study the 360 Degree Appraisal systems and evaluate its benefits in context of Texmec Engineers.

2. To study the effectiveness of the existing system of Performance Appraisal system at Texmec Engineers.

3. On the basis of what company increase salary and provide training to its employees. And what is basis of promotion in company.

4. To understand more and more about his role and become clear about his functions.

5. To understand his own strengths and weaknesses with respect to his role and functions of the company.

6. To increase mutuality between employee and his superiors.

7. Provides an opportunity to the employees for self reflection and individual goal setting.

1.4 Research Methodology

In order to accomplish the objectives of the study, it is essential to articulate the manner in which it is to be conducted, i.e., the research process is to be carried-out in a certain framework. The research methodology, which follows, is the backbone of the study.

Data Collection Sources

Research work was done from two sources: -

(1) Primary data

Primary data was collected by questionnaire and interview in the organizations. The questionnaire comprised of closed and attitude questions.

(2) Secondary data

Secondary data: It was collected by reviewing different literatures, from published books, management journals, articles published by the other researchers on 360 Degree Appraisal.

Sampling:

The total sample size for this project was 100 employees at Texmec Engineers. The information collected through above methods has been tabulated, analyzed and interpreted. Finally an overall assessment of the contribution of top management, supervisory staff has been made towards improving the effectiveness of the organization.

Statistical tools used for analysis

➢ Percentage analysis

Limitations of the study

➢ Time and resource were the major constraints during the execution of the project. Therefore only a limited number of employees were included in the project.

➢ The respondents were selected inside the organization only. So it cannot be generalized as a whole.

➢ Some of the respondents were not even ready to spare time with the researcher.

➢ There are many respondents who hesitated to answer the questionnaire.

➢ The human behaviour is dynamic and hence the results may not hold good for a long time.

➢ The results of the survey are totally dependent on the accuracy and

Authenticity of the information provided by the respondents.

2. Analysis & Interpretation

This chapter deals in tabular presentation results and their analysis for the purpose of easy   reading the section has been divided into two parts.

- • Tabular form of Response
- • Inference
- • Remarks on each question

Inference: Most of the respondents (74%) found the above statement to be 'Not True". This was followed by 18% of the respondents feeling that this statement was 'Partly True' for their organization. Only 8% of the people found it to be 'True'.

Remarks: Although the appraise does not have a clear understanding of what is expected of him at the beginning of the year (Inference I), both he and the appraiser know what his job is all about. This also shows that although an employee knows what his current to do to be rated higher by the reporting officer. The responsiveness in category of Partly True and Not True may be due to the face that job content in Texmec Engineers is flexible and not well defined and some people find it difficult to define their jobs. However, most of the people have a general idea of the scope of their jobs.

Inference: Quite a large number of respondents (40%) shared the view that the appraisal system did not give a clear understanding of all appraisals, job to both appraiser and appraise by saying that it was 'Not True'. Only 50% and 10% of the respondents felt that the statement was 'True' and 'Partly True' respectively.

Remarks: Although the appraise does not have a clear understanding of what is expected of him at the beginning of the year (Inference I), both appraisee and the appraiser know what his job is all about. This also shows that although an employee knows what his current to do to be rated higher by the reporting officer. The responsiveness in category of Partly True and Not True may be due to the face that job content in Texmec Engineers is flexible and not well defined and most people find it difficult to define their jobs. However, most of the people have a vague idea of the scope of their jobs.

3. Findings of the study

Through the questionnaire it was found that promotions were and known to most of the top and senior management while middle and lower management were a bit not clear about it. This could be attributed to the fact that senior and top management were more involved in decision making and policy formulation than are the middle and lower management.

Same reason could be attributed to the fact that code 1 managers were absolutely clear of what was expected out of them every year, whereas 50% senior management ware clear or partly clear about the same and the about 20% of middle management were not clear about it and still further, the 71% of lower management was not aware of what was expected out of them every year.

Most of the managers feel that the mechanism for potential appraisal is not adequate. This may be, because the training programmers are also not developed.

As far as feedback is from superiors is concerned, most of the top and senior management were of the view that they constantly receive feedback. This is because, they take decisions crucial to the existence of the organization and therefore are closely watched and monitored as compared to the employees in the lower & middle levels.

Suggestions of the study

1. The company should try to avoid employee resistance, which is associated with change worlds true change follows instance. This for all kinds of systems be it Performance Appraisal.

2. The HR Dept should attempt to obtain the maximum agreement of Managers in respect of needs and objectives and purpose of the systems.

3. Being in the field of it improve the frequency of the trading modules and workshops.

4. More stress relieving packages should be offered to the mentally stressed staff.

5. Overtime should be taken care of at time of Performance Appraisal, which would motivate the employees to perform better for longer hours.

6. Performance Appraisal should after at proper span of time.

7. Performance Appraisal should be done by expert person.

4. Conclusion

This company proves that a major amount of work towards developing an effective and efficient Performance Appraisal system has not been accomplished to the fullest. It seems that the organization is genuinely interested in improving the efficiency and utility of Performance Appraisal system to succeed in today's dynamic environment;

There should be some aspect in the PA forms, which deals with the effect of Internal Influences, organizational influences and external influences on performance of employee to make the PA system more sensitive to changes.

> Increase awareness of company goals in order to integrate company and individual expectations.

> Conducting training workshops for appraisers to remove biases and errors in appraisal.

> Increasing transparency and open communication and minimizing confidentiality in performance review discussions.

The work done towards modifying and developing Performance Appraisal systems, time to time should be continued.

- Individual rewards should be delinked with the PA system. The focus should shift to team rewards. To recognize individual excellence, the team rewards. To recognize individual excellence, the team should recommend rewards to tone up motivation levels in the entire team.

- Continuous feedback and transparency in every system

- Focus on customer delight, both internal and external.

Good performers should be recognized and rewarded, whereas weak performers need to be encouraged to become better performers. PA systems when liked with individual rewards and promotions create more problems than they help in motivating people. They encourage fewer employees and discourage more. They do not develop the team spirit but rather enhance interpersonal comparisons and power politics. The focus should be shifted from rewarding the performance of few to development of performance of many.

References

▪ Dr. C.B.Gupta, Human Resource Management, Sultan Chand& Sons, Educational Publishers, New Delhi.

▪ C.R.Kothari, Research Methodology Methods & Techniques, New Age International Publishers

ANNEXURE

Table - 1

Key competencies required for each job are already identified

Response Category	No.of responses	Percentage
Very true	0	0
True	4	8
Partly true	9	18
Not true	37	74

Table - 2

Employees develop their potential for the next round of job

Response Category	No.of responses	Percentage
Very true	0	0
True	5	10
Partly true	25	50
Not true	20	40

Figure - 1

Figure - 2
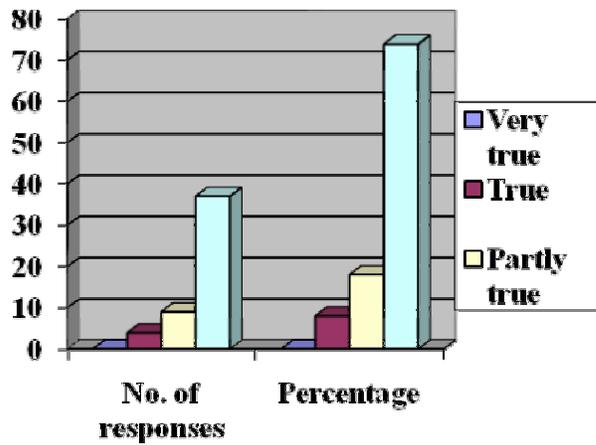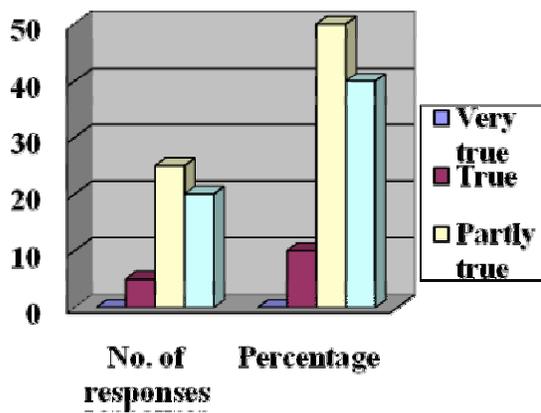

Dr. B.Saranya

Head, Department of Commerce

K.Vishnupriya M.Phil Research Scholar

(Commerce) – Fulltime