An Analysis of Performance Appraisal Management System - with reference to Cethar Industries, Tiruchi

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Abstract

Performance Appraisal Management System contributes a great deal in salary increments, training of employees, promotions, promoting harmonious relations and co-ordination between superiors and subordinates in most of the organization. If PAMS conducted properly, It not only enhances the performance of employees but also contributes a great deal to the improvement of the organization. Hence, an attempt is made here to study about the performance appraisal of the employees of Cethar Industries in Trichy.

Key words: Performance, Appraisal, Employees, Organisation

I. INTRODUCTION

Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. If the process of performance management is formal and properly structured, it helps the employees to clearly understand their roles and responsibilities and give direction to the individual's performance. It helps to align the individual performances with the organizational goals and give its feedback, counseling and improving an employee's performance to promote development that serves both the individual and the organization.

Scope of the study

The study helps in finding the lapses if any in the present performance management system and thereby would help Cethar Industries Trichy to arrive at an improved system. The study takes into account the genuine grievances of the employees and also their suggestions, comments and other incidental remarks which have a lot of bearing on the general tone and tenor of the organizational growth.

II. OBJECTIVES

To find out the happiness of the employees, towards different aspects of the Performance Appraisal Management System in the organization. The second objective is to find out whether the various aspects of the performance management system are implemented effectively and the third objective is to identify the need of the performance management system for employees.

III. REVIEW OF LITERATURE

Both the primary data and secondary data are taken into account for the purpose of the study. Sample size is 40 employees. For the purpose of the study the stratified random sampling method is used. Samples are collected randomly from these groups. Stratified sampling method is generally applied in order to obtain representative sample under Stratified sampling the population is divided into several sub population that are individually more homogenous than the total population. Limitations: It is very difficult to compare a single individual with another because of varying behavior traits. Secondly, the method only tells us how a man stands in relation to others in the group but does not indicate how much better or worse he is than another.

Statement of the problem

Cethar Industries has to grow many heights in the future, also to reach their goal they have to utilize the manpower effectively and efficiently. Therefore the performance of the employees has to be increased for which periodical review over the performance of the employee has to be conducted.

IV. DATA ANALYSIS AND INTERPRETATION

TABLE-1 Awareness about the different aspects of performance appraisal management system

Factors	No. of Respondents	Percentage
Yes	32	80
No	8	20
Total	40	100

Inference: 80% of the employees surveyed were aware of the different aspects of performance appraisal and 20% of them were not aware of it.

TABLE- 2: Effectiveness of performance appraisal

Factors	No. of respondents	Percentage
Strongly Agree	2	5
Agree	28	70
Disagree	5	12.5
Strongly Disagree	5	12.5
Total	40	100

Inference; 5% of the employees strongly agreed that the performance appraisal was effective in bringing out the strengths & weaknesses of the appraised and 70% agreed with the statement and 5% disagree with the statement and 5% strongly disagree with the statement.

TABLE-3 Satisfaction level towards the performance appraisal

Factors	No. of respondents	Percentage
Very much satisfied	4	10
satisfied	23	57.5
Dissatisfied	8	20
Very much dissatisfied	5	12.5
Total	40	100

Inference: 10% of the employees were very much satisfied with the performance appraisal, 57.5% of them were satisfied, 20% of them were dissatisfied and 12.5% of them were very much dissatisfied with the performance appraisal.

TABLE-4 Current Appraisal System helps in improving the superior – Subordinate relationship

Factor	No. of Respondents	Percentage
Yes	28	70
No	12	30
Total	40	100

Inference: 70% of Appraiser's the current appraisal system helps in improving superior-subordinate relationship and 30% rest of them say the current appraisal system not helps in improving superior-subordinate relationship

TABLE-5 APPRAISE SYSTEM CONSIDERATION TO INCREMENTS AND PROMOTION

Aspect	No. of Respondents	Percentage
Yes	22	55
No	18	45
Total	30	100

Inference: 77% of employees confirmed that the appraisal system is considered for increments and promotion and 23% say it is not considered.

Table 6 INVOLVEMENTS IN APPRAISAL PROCESS

Aspect	No. of Respondents	Percentage
Yes	18	45
No	22	55
Total	40	100

Inference: 55% of employees say that they don't involve in the appraisal process and 45% of employees say that they involve in appraisal process.

V. FINDINGS

From the study it is found that 72.5% of the respondents were male employees and 27.5% of them were female employees. 50% of the respondents belong to the age group of Up to 30 years, 10% are of 31-40 age groups, and 15 % are of 41-50 age groups, 10% of them are above 50 years. With regard to marriage 47.5% of the surveyed employees were married and 52.5 % of them were single. In the dept. level 55% of employees are in technical department and 45% of employees are in Non-Technical department. 47.5% of the employees had less than five years of experience, 10% of them had an experience of 5-10 years and 42.5% of them had above 10years of experience. 80% of the employees surveyed were aware of the different aspects of performance appraisal and 20% of them were not aware of it. Also 5% of the employees strongly agreed that the performance appraisal was effective in bringing out the strengths & weaknesses of the appraised and 70% agreed with the statement and 5% disagree with the statement and 5% strongly disagree with the statement. 10% of the employees were very much satisfied with the performance appraisal, 57.5% of them were satisfied, 10%of them were dissatisfied and 12.5% of them were very much dissatisfied with the performance appraisal. 72.5% of the employees said that the training programs were being conducted regularly, 27.5% said they were not conducted regularly. Interestingly 60% at the employees said that they would like the training programs to be conducted once in 6 months, 35% thought it should be conducted once a year, 2.5% of them had other opinions and only 2.5% thought it should be conducted once in 3 years. 67.5% of the employees strongly agreed that career planning offered was in line with their individual career goals, 17.5% agreed to it and 5% of them disagreed with 10% of the employees strongly disagreed. 12.5% of employees says yes that the appraisals is conducted in a systematic manner and 57.5% of employees says no for the statement and 27.5% of employees says somewhat okay and 2.5% of employees can't say anything for the statement. with regard to adapting themselves to the organization, 32.5% of the employees said that their adaptability was high, 35% of them said that it was moderate, 30% felt it was low and 2.5% felt that it was very high. 50% of the employees the present Performance Appraisal System is useful in identifying the employee's development areas and 50% of them present Performance Appraisal System is not useful in identifying employee's development areas. There is an association between the experience levels of the employees and the overall performance management system.

VI. SUGGESTION

Based upon the findings of the study, the following suggestions are made be the researcher in order to make the Performance Management System of the organization is to be more effective. The ability to employ the knowledge attained from the training depends on the regularity of the training programs. Hence, the training program should be conducted more frequently. The training programs

should be according to the concerned department's need and preference. The counseling and career planning aspects have a lot of scope for improvement as most of the employees are entirely benefited from it. There is a lack of belief on the genuineness of the appraiser and hence the system needs to be more transparent. Some of the employees suggested that the appraisal should be based on the effort or the work they put into and not on the overall profit of the job, which is suggested by the researcher also. Promotions should not be delayed due to the lack of certain educational qualification. To improve the reliability and validity of ratings, it is essential to train raters. Management should give some other rewards to improve the performance of the employees so that it leads high level of satisfaction in work. Some of the employees suggested that more transparent and independent to person to person and also the appraisal is based only on superior opinions and not based on the employees' performance level. Pleasing the boss and acting in front of them, such behaviors are highly recognized by the superior, all those should be eliminated.

VII. CONCLUSION

The Survey was under taken to study the Workers attitude in the organization wholly called Performance Appraisal. The study focused on the attitude of the workers. The organization should initiate certain measures and encourage the employees. Training programmes should create friendly environment so that employees can discuss their personal problems freely. From the study we can conclude overall the workers are satisfied with the financial resources and the reward system.

VIII. REFERENCES

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