

A STUDY ON EMPLOYEES PERFORMANCE APPRAISAL SYSTEMS IN ECIL LTD.

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Abstract— Human resources management includes the inventory of present manpower in the organization. In case sufficient number of persons is not available in the organization then external sources are also identified for employed them. Human resources management lays emphasis on better working conditions and also ensures the employment of proper work force. Appraising the performance of individuals, groups and organizations is a common practice of all societies. While in some instances these appraisal processes are structured and formally sanctioned, in other instances they are an informal and integral part of daily activities.

Index Terms— Employees job satisfaction, retention management, grievances redresses, training and development etc.

Introduction: Human resources are the most important assets of an organization. It ensures sufficient supply, proper quality and as well as effective utilization of human resources. In order to meet human resource needs, and the organization will have to plane in advance about requirement and the resources, etc., the organization may also have to undertake work life balance.

Meaning: Performance Appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspect of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual job.

Definitions: Performance appraisal is the process of communicating to an employee how he or she performing on the job and, ideally establishing a plan of improvement. Thus, teachers evaluate the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and all of us, consciously or unconsciously evaluate our own actions from time to time. In social interactions, performance is conducted a systematic and planned manner to achieve widespread popularity in recent years.

Objectives:

1. To study and know the human resources practices in the ECIL LTD.,
2. To know the present system of performance appraisal in ECIL LTD.,
3. To know the concepts which are appraised in ECIL LTD.,
4. To ensure organization effectiveness through comparing of the employees.

Need of the study: Appraising the performance of individuals, groups and organizations is a common practice of all societies. While in some instances these appraisal processes are structured and formally sanctioned, in other instances they are an informal and integral part of daily activities. Thus, teachers evaluate the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and all of us, consciously or unconsciously evaluate our own actions from time to time. In social interactions, performance is conducted a systematic and planned manner to achieve widespread popularity in recent years.

The process of HRD helps the employees to acquire and/or develop technical, managerial and behavioral knowledge, skills and abilities and moulds the values, beliefs and attitudes necessary to perform present and roles. The process of performance appraisal helps the employee and management to know the level of employee's performance compared to the standard/pre-determined level. Performance appraisal is essential to understand and improve the employee's performance through HRD. In fact, performance appraisal is the basis for HRD. It was viewed that performance appraisal was useful to decide upon employee promotion/transfer salary determination and the like.

Scope of the Study: To know the function of the organization how they are really functioning how the policies are made and implemented and conveyed to the employee, to know these things visited several departments of Electronics Corporation of India Ltd., only.

Methodology of the study: After the objective of the study has been clearly stated, the next step in formal research project is to determine the source from which the data is required to be collected. The data collection is an interesting aspect of the study. For the purpose of achieving data effectively the information consist of two types of data. The diagram is as follows:

a) Primary data: The primary data are those, which are collected freshly and for the first time, from the employees directly. It is collected through the following methods.

1. Questionnaire: A structure of questionnaire was prepared and distributed among the employees.

2. Interview: Personal interviews and interaction with the employees and labor.
3. Observation: By observing the working environment.

b) Secondary data: The secondary data are those which have already been collected by someone or else which have been passed through statistical process. Sources of secondary data can be categorized into 2 broad categories named published and unpublished statistics. Various sources are available namely books, magazines etc. and also collected from various files, records and ECIL LTD., websites.

Limitations of the Study: As the study revolves around the performance appraisal of human resources aspects the overall organization performance cannot be ascertained. In spite of giving honest and sincere efforts there are several limitations, which are as follows:

- The period of study is only for about few days, which is a major constraint.
- The perception bias or attitude of the respondents may also act as hurdles to the study.
- The study is only confined to performance appraisal.
- The study cannot be oriented with all HRM practices followed ECIL LTD., because of the paucity of time requirements.
- The sample size taken for the research is small due to the constraint of time.

Review of Literature

Introduction: Appraising the performance of individuals, groups and organizations is a common practice of all societies. While in some instances these appraisal processes are structured and formally sanctioned, in other instances they are an informal and integral part of daily activities. Thus, teachers evaluate the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and all of us, consciously or unconsciously evaluate our own actions from time to time

Definitions: Performance Appraisal is the process of determining and communicating to an employee how he or she is performing on the job and, ideally, establishing a plan of improvement

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Concept: During and after World War I, systematic performance appraisal was quite prominent and credit goes to Walter Dill Scott for systematic performance appraisal technique of "man-to-man rating system". It was used for evaluating military officer. Management started adopting this performance appraisal for evaluating technical, skilled, professionals and managerial personnel as a part of training and executive development programmes.

Methods of Performance Appraisal: The methods are: Traditional methods, Graphic rating scales ranking method, paired comparison method checklist methods, simple checklist method, modern methods, Behaviorally anchored rating scales (bars), Assessment centre, Human resource accounting, Psychological appraisal ect.,

.Authors and Affiliations

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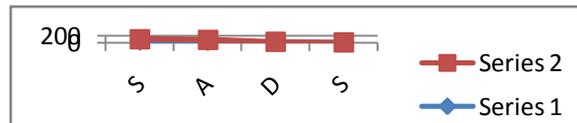
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Data Analysis and Interpretation

1. What is your opinion on the present performance appraisal system in your organization?

S. No	Rating	Respondents	Percentage
1	Strongly agree	50	50%
2	Agree	40	40%
3	Disagree	10	10%
4	Strongly disagree	00	00%
Total		100	100%



Interpretation: The above tabulation format shows that the 50% of the respondents strongly agrees, 40% of respondents are agree, 10% respondents are disagree, 0% are strongly disagree.

2. Whether current performance appraisal system helps in assessing competency?

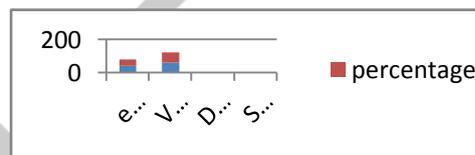
S. No	Response	Respondents	Percentage
1	Strongly agree	12	12%
2	Agree	88	88%
3	Disagree	00	00%
4	Strongly disagree	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 12% respondents strongly agree, 88% respondents are agree.

3. Will the performance appraisal system encourage people to plan their work well in advance?

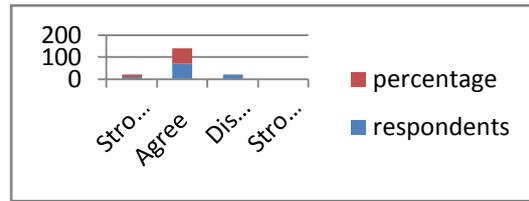
S. No	Rating	Respondents	Percentage
1	Excellent	40	40%
2	Very good	60	60%
3	Good	0	0%
4	Average	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 40% respondents agree, 60% respondents are agree, 0% respondents are disagree, and 0% are strongly agree.

4. Performance appraisal helps in rating an effective work environment and positive relationship?

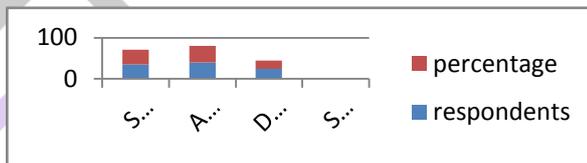
S.no	Ratings	Respo ndents	Percenta ge
1	Strongly Agree	10	10%
2	Agree	70	70%
3	Disagree	20	20%
4	Strongly Disagree	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 10% respondents agree, 70% respondents are strongly disagree, 20% respondents are disagree, and 0% are strongly agree.

5. Do you agree that performance appraisal can properly guide for developing the skills efficiency of the employee?

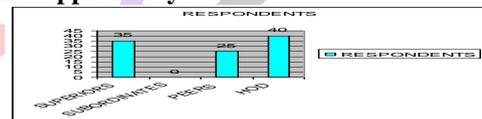
S.no	Ratings	Respon dents	Percentag e
1	Strongly agree	35	35%
2	Agree	40	40%
3	Disagree	25	25%
4	Strongly disagree	00	00%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 35% respondents are strongly agree, 40% respondents are strongly agree, 25% respondents are disagree, and 0% are Disagree .

6. According to your opinion who is the best person to conduct performance appraisal system?

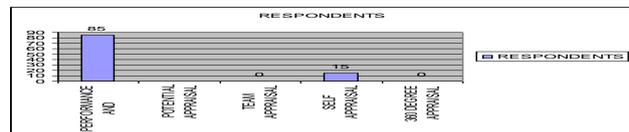
Sl.No	Ratings	Respondents	Percent age
1	Superiors	35	35%
2	Subordinates	0	0%
3	Peers	25	25%
4	Hod	40	40%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 40% respondents HOD, 35% respondents are superior, 25% respondents are peer, and 0% is subordinates.

7. Which one do you think the best performance appraisal system in your organization?

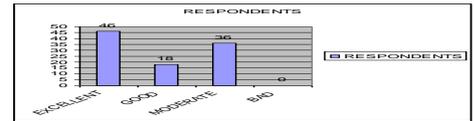
S.no	Response	Respo ndents	Percenta ge
1	Performance and Potential Appraisal	85	85%
2	Team Appraisal	0	0%
3	Self Appraisal	15	15%
4	360 Degree Appraisal	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 85% respondents potential and performance appraisal, 0% respondents are team appraisal, 15% respondents are self appraisal, and 0% are 360 degree appraisal, performance and potential appraisal is the best appraisal system in their organization.

8. What is your opinion on present performance appraisal system in your organization?

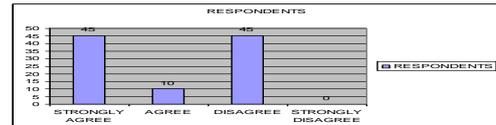
S.no	Response	Respondents	Percentage
1	Excellent	46	46%
2	Good	18	18%
3	Moderate	36	36%
4	Bad	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 46% respondent's good 18% respondents excellent, 36% respondents are moderate, and 0% is bad. Regarding their performance appraisal system.

9. Will the performance appraisal system encourage the people to plan their work well in advance?

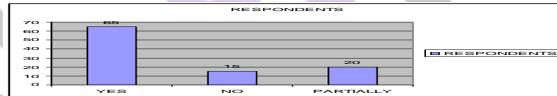
S.no	Ratings	Respondents	Percent age
1	Strongly agree	45	45%
2	Agree	10	10%
3	Disagree	45	45%
4	Strongly disagree	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 10% respondents agree, 0% respondents are strongly disagree, 45% respondents are disagree, and 45% are strongly agree.

10. In this organization do people have an opportunity to participate in their appraisal?

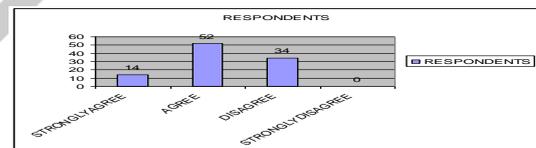
Sl.No	Ratings	Respondents	Percentage
1	Yes	65	65%
2	No	15	15%
3	Partially	20	20%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 65% respondents yes, 15% respondents are no and 20% are partially.

11. Do you think that performance appraisal system form basis for making decision regarding promotion and reward system?

Sl.No	Response	Respondents	Percentage
1	Strongly agree	14	14%
2	Agree	52	52%
3	Disagree	34	34%
4	Strongly disagree	0	0%
Total		100	100%



INTERPRETATION: The above tabulation format shows that 52% respondents agree, 0% respondents are strongly disagree, 34% respondents are disagree, and 14% are strongly agree.

Findings

- The employees are satisfied being associated with Electronics corporation of India Ltd.,
- Most of employees believe that performance and potential appraisal is the best method in performance appraisal system.
- Almost all the employees are satisfied with present performance appraisal system.
- Subordinates are given feedback by their superiors regarding their performance in organization.
- The promotions in Electronics Corporation of India Ltd. are done on the basis of merit and seniority of every employee.

- Performance Appraisal system also helps in the development of the organization.
- The performance Appraisal system concentrates on performance on personal screening of each and every employee.
- Performance Appraisal system also helps in discussing and identifying those areas where an employee need to improve.
- The Objectives of the Performance Appraisal are clearly spelt to the employee in organization.
- The respondents are agreeing with Performance appraisal system encourage people to plain their work well in advance.
- Employees are agreeing about performance appraisal system forms proper basis for making regarding promotions and rewards

Suggestions

- It is suggested that to make the performance appraisal should be more effective in assessing the competencies of employees.
- It is suggested that the performance appraisal system has to improve for creating an effective work environment.
- It is suggested that the performance appraisal system should be effectively implemented for knowing the strengths and weaknesses of workers.
- It is suggested that the managers can allot the work basing on the performance of employees.
- It is suggested that the superior has to take full care and concerning giving the feedback to subordinates.
- It is suggested that superiors should give feedback to subordinates regarding their performance.

Conclusion

Thus Electronics Corporation of India ltd., should look upon performance appraisal as a constructive approach which can help employees realize their strength and weaknesses and hence facilitate for the future development of the performance of the employee. It should consider the better performance appraisal system that applies comprehensively to the circumstances of the organization which helps and encourages employees to raise their performance and develop their abilities. One of the conclusion based on appraises view is that the major purpose of the performance appraisal is for promoting the employee and helping for their career development. The major factors considered by them in evaluating the performance are their job knowledge and performance and dedication to the organization. The study focuses on the appraises view point on performance appraisal because they are the direct people who get affected either positively or negatively by the results of the appraisal.

Bibliography

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