A Study on Employees Performance Management at Sangam Dairy, Guntur – Andhra Pradesh.

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***Abstract*— Permeates all type of functional, Human resource management is the central subsystem of organization and it production, marketing and financial management. Human resource management plays a crucial role in the development process of modern economics. It is often felt that, through the exploitation of natural resources availability of physical and financial resources and international aid play prominent roles in the growth of modern economies, none of these factors is more significant than efficient and committed manpower. It is in fact, said that all development comes from the human mind.**

***Index Terms*— Development of knowledge, capability, skill, potentialities, and attaining achieving employee goals, including job satisfaction. Human resource management aims at attaining the goals of an organization, individual and society in an integration approach.**

I. INTRODUCTION:

The Human resource management (HRM) is a strategic management function. Proper management of personnel's enhances their dignity by satisfying their social needs. Professional significance is can be done by providing halthy working environment it promotes the teamwork in the employees.

DEFINITIONS BY DIFFERENT AUTHORS:

According to Leon C. Meggison, the term human resources can be thought of as "The total knowledge, skill's creative abilities, talents and aptitudes of an organization's workforce, as well as the value, attitudes and beliefs of the individuals involved.

It is the phase of management, which deals with the effective control and uses of manpower as distinguished from other sources of power. "The management of human resources is viewed as a system in which participants seeks to attain both individual and groups goals."

Prof. Jucius has defined human resources administration as "The field of management which has to do with planning, organizing, directing and controlling various operative functions of procuring, developing, maintaining and utilizing a labour force, such that the Objectives, for which the company is established, are attained economically and effectively.

NEED FOR THE STUDY

Employee performance is directly linked to his abilities skill and knowledge. Identification of the accomplishments based on individual skills implies that in born skills of the employee are put to the optimum utilization. Rating and Rewarding encourages the employees to develop and these individual goals of the employees will match with organizational goals to produce some amazing results. Efficiency in Power industry is highly dependent on employee performance compared to any other industry. Thus employee perception can be easily being obtained when this type of industry is selected.

OBJECTIVES OF THE STUDY

1. To examine the rewards and recognitions in Sangam Dairy
2. To study on how much helpful to employees for motivation through the reward system in Sangam Dairy
3. To enquire about the techniques of employee performance following this organization.
4. To analyze the employees perception on performance evaluations following in their organization.
5. To study the process of evaluation as a means of employee motivation.
6. To understand the practical significance of the concept of Employee performance evaluation.
7. To find the ways and means used to develop the employees based on post evaluation results.
8. To enquire the opinions of the employees to improve the current system of appraisal.
9. To suggest constructive recommendations based on findings of the study.
10. To study about which types of rewards and recognitions provide to employees in Sangam Dairy.

METHODOLOGY OF THE STUDY

The methodology of the study includes

- Primary data
- Secondary data

Primary data:

In this project is collected by using a structured questionnaire and for conducting the survey I have taken the sample size of 80. They are both executives and non executives.

Secondary data:

Secondary data collected from secondary sources like authorized academic Human resources books and company web sites.

SCOPE OF THE STUDY

- Study is restricted to the selected organization i.e Sangam Dairy in Guntur only. That means current work does not involve comparison with any other industry of its class.
- Scope of the study is also limited to the opinions expressed by the selected employees only. Opinions of a small group need not necessarily be the universal opinions.

LIMITATIONS OF THE STUDY

- Study is heavily dependent on secondary data provided by the organization. Therefore reporting of findings is subject to the truth of the data provided.
- The concept of employee performance appraisal is an ongoing process and a complete knowledge cannot be secured by a 2 months visit to the corporate office.
- The smaller time for frame for understanding this study is also a significant limitation.
- In this study some employees are not responded to my survey because they don't know about reward system.
- Some employees are not responded because there is no time to answering the questionnaire.

THEORETICAL FRAMEWORK

EMPLOYEE PERFORMANCE EVALUATION

The strength or weakness unless measured and communicated remains unidentified. When everybody wants to develop only way is to check the correctness in the way they do the things. Thus a prospective employee is always welcoming the performance evaluation. Such attitudes make the employee more positive in learning the faults and shape himself a dynamic employee. But yearly performance reviews are critical. Organization's are hard pressed to find good reasons why they can't dedicate an hour-long meeting once a year to ensure the mutual needs of the employee and organization are being met. Performance reviews help supervisors feel more honest in their relationships with their subordinates and feel better about themselves in their supervisor roles. Subordinates are assured clear understanding of what's expected from them, their own personal strengths and areas for development and a solid sense of their relationship with their supervisor.

WAYS TO MEASURE EMPLOYEE PERFORMANCE

Once an annual ritual, performance appraisal has become a continuous process by which an employee understands of a company's goals and his or her progress toward contributing to them are measured. Performance measurement is an ongoing activity for all managers and their subordinates. Performance measurement uses the following indicators of performance, as well as assessments of those indicators.

1. Quantity: The number of units produced, processed or sold is a good objective indicator of performance. Be careful of too much emphasis on quantity, lest quality suffer.

2. Quality: The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality.

3. Timeliness: How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness. In manufacturing, it might be the number of units produced per hour.

4. Cost-Effectiveness: The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. For example, a customer-service representative's performance is indicated by the percentage of calls that he or she must escalate to more experienced and expensive reps.

5. Absenteeism/Tardiness: An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too.

6. Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them.

7. Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from indicate an employee whose performance goals are not well aligned with those of the company.
8. Gossip and Other Personal Habits: They may not seem performance-related to the employee, but some personal habits, like gossip, can detract from job performance and interfere with the performance of others. The specific behaviors should be defined, and goals should be set for reducing their frequency.

9. Personal Appearance/Grooming: Most people know how to dress for work, but in many organizations, there is at least one employee who needs to be told. Examples of inappropriate appearance and grooming should be spelled out, their effects upon the employee's performance and that of others explained, and corrective actions defined. Performance indicators must be assessed by some means in order to measure performance itself. Here are some of the ways in which performance is assessed from the aforementioned indicators.
10. Manager Appraisal: A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development.

11. Self-Appraisal: The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.

12. Peer Appraisal: Employees in similar positions appraise an employee's performance. This method is based on the assumption that co-workers are most familiar with an employee's performance. Peer appraisal has long been used successfully in manufacturing environments, where objective criteria such as units produced prevail. Recently, peer appraisal has expanded to white-collar professions, where soft criteria such as "works well with others" can lead to ambiguous appraisals. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviors and motivating change.

13. Team Appraisal: Similar to peer appraisal in that members of a team, who may hold different positions, are asked to appraise each other's work and work styles. This approach assumes that the team's objectives and each member's expected contribution have been clearly defined.

14. Assessment Center: The employee is appraised by professional assessors who may evaluate simulated or actual work activities. Objectivity is one advantage of assessment centers, which produce reviews that are not clouded by personal relationships with employees.

PERFORMANCE MANAGEMENT

Performance management is the systematic process of:

- **planning** work and setting expectations,
- continually **monitoring** performance,
- **developing** the capacity to perform,
- periodically **rating** performance in a summary fashion, and
- **Rewarding** good performance.

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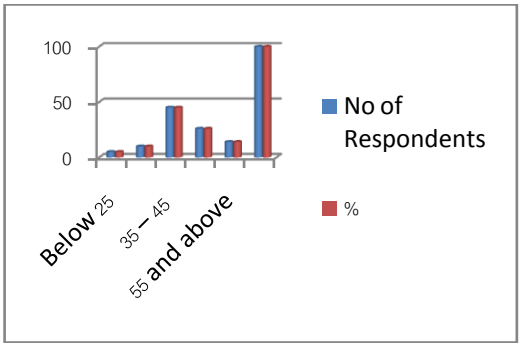
DATA ANALYSIS AND INTERPRETATION

1) You are in which age group

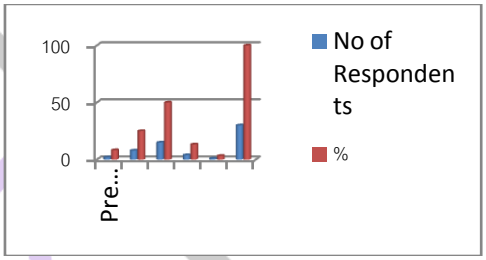
Age	No of Respondents	%
Below 25	5	5
25 – 35	10	10
35 – 45	45	45
45 – 55	26	26
55 and above	14	14
Total	100	100.00



Interpretation: The survey is favoring towards experienced youth because 45% of the respondents belong to the age group of 35 – 45 years. Thus results will be more influenced by this kind of people's attitude towards training and development.

2) Please tick your educational qualification

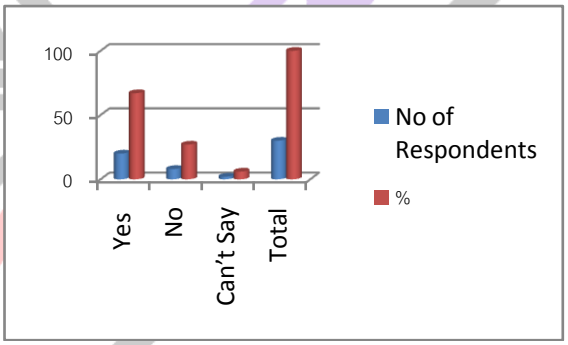
Qualification	No of Respondents	%
Pre metric	10	10
Undergraduate	25	25
Graduate	45	45
Techno graduate	15	15
Post graduate	5	5
Total	100	100.00



Interpretation: Graduates occupied a prominent place in this survey. Their portion is about 45.00% which is very high compared to other qualifications. These days as graduation is a minimum education standard of any job, their dominance in the survey is not surprising.

3) Do you think you are benefited from performance reviews conducted in the organization?

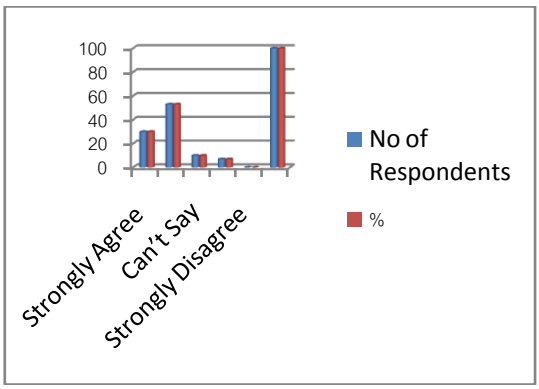
Efficiency	No of Respondents	%
Yes	67	67
No	27	27
Can't Say	6	6
Total	100	100.00



Interpretation: Employee is having a very positive attitude towards the performance evaluation programmes when 67% of the employees are of the opinion that increase in efficiency will go up. A considerable portion of 27% has negative opinion and a very little percentage had zero attitudes.

4) Your Boss is very honest in having a formal evaluation of the employee?

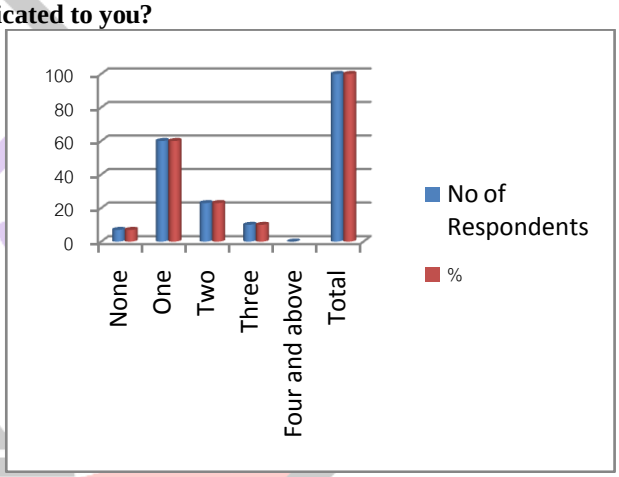
Opinion	No of Respondents	%
Strongly Agree	30	30.00
Agree	53	53.00
Can't Say	10	10.00
Disagree	7	7.00
Strongly Disagree	0	0.00
Total	100	100.00



Interpretation: Agreement of the employees on the issue of relations is very strong on collective basis. As much as 83% are agreeing to the opinion of good relations in the organization.

5) How many times your performance is evaluated and communicated to you?

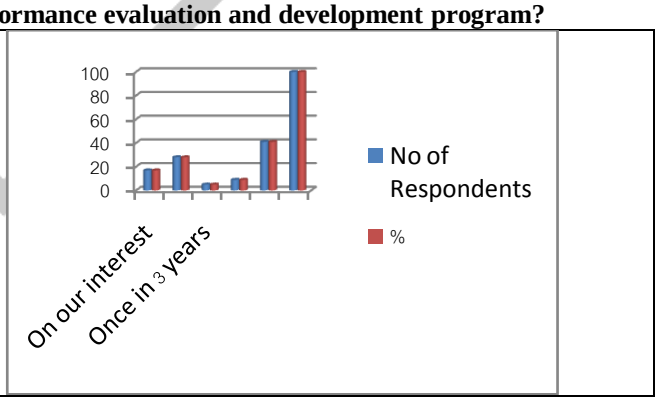
Number	No of Respondents	%
None	7	7.00
One	60	60.00
Two	23	23.00
Three	10	10.00
Four and above	0	0.00
Total	100	100.00



Interpretation: It can be seen that no of evaluation programmes cannot in general exceed one in a year. Therefore highest no of our respondents received only one year training. There can also some special cases of having two or three evaluation programmes within one year when there are frequent changes in technology or the previous evaluation is not sufficient.

6) How are you getting the opportunity to participate in Performance evaluation and development program?

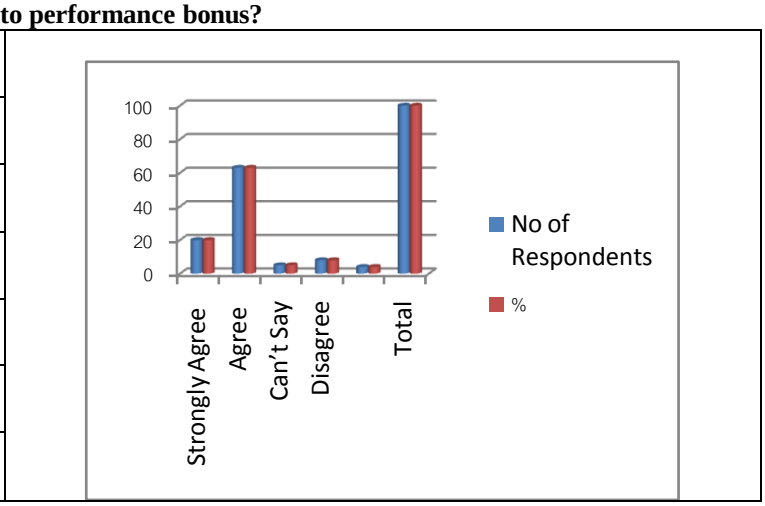
Opportunity	No of Respondents	%
On our interest	17	17.00
Once in a year	28	28.00
Once in 3 years	5	5.00
Cannot say	9	9.00
On recommendations	41	41.00
Total	100	100.00



Interpretation: Majority of the respondent feel that they get their chance only on recommendations. It may be their perception or reality. In general opportunities should be along the requirement of changing job design not on recommendations.

7) Are the Performance Evaluation programs leads to performance bonus?

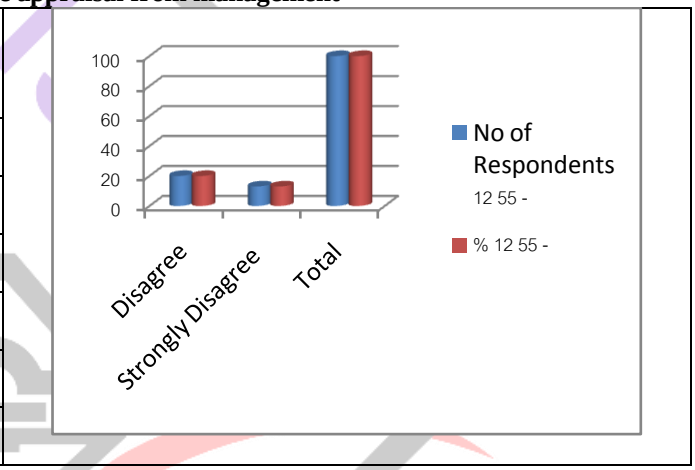
Opinion	No of Respondents	%
Strongly Agree	20	20.00
Agree	63	63.00
Can't Say	5	5.00
Disagree	8	8.00
Strongly Disagree	4	4.00
Total	100	100.00



Interpretation: On the observation of the above results it unanimous conclusion on the part of the employees if favour of the need for evaluation and development on the day to day activities. Thus they mean that performance evaluation is the need of the hour but not a fashion for them.

8) All the employees get feedback on their performance appraisal from management

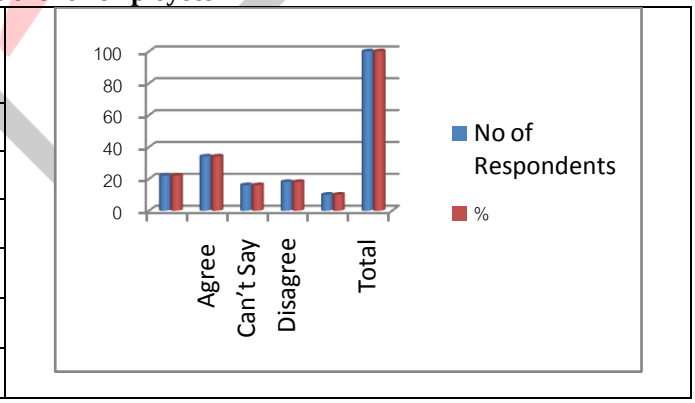
Opinion	No of Respondents	%
Strongly Agree	12	12.00
Agree	55	55.00
Can't Say	-	-
Disagree	20	20.00
Strongly Disagree	13	13.00
Total	100	100.00



Interpretations: It is interesting to see from the above results that employees are keen on the fact that success of personal management in the organization had a bearing on the appraisal system in the organization.

9) Your organization is providing good working conditions for employees

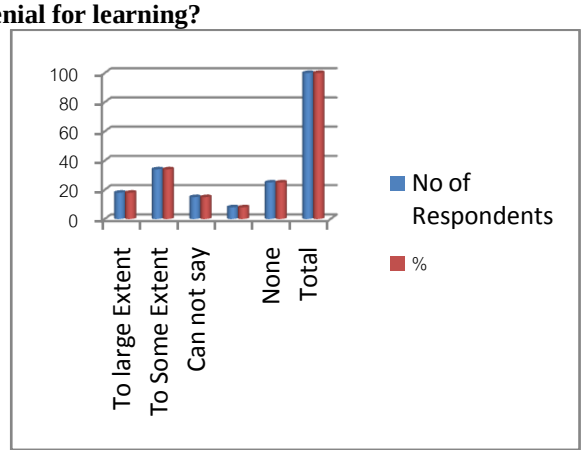
Opinion	No of Respondents	%
Strongly Agree	22	22.00
Agree	34	34.00
Can't Say	16	16.00
Disagree	18	18.00
Strongly Disagree	10	10.00
Total	100	100.00



Interpretation: From the above table and graph is quite clear that satisfaction of the employees is not bad in terms of working conditions. It very difficult to get full satisfaction in providing facilities because it is an ongoing process for any organization.

10) Do you feel that performance appraisal provides a congenial for learning?

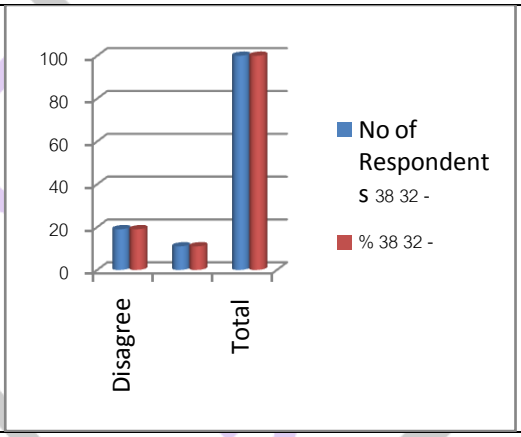
Opinion	No of Respondents	%
To large Extent	18	18.00
To Some Extent	34	34.00
Cannot say	15	15.00
Depending on the situation	8	8.00
None	25	25.00
Total	100	100.00



Interpretation: As indicated in the above figures it is interpreted that employees are not having full amount of satisfaction on the performance appraisal system. A considerable portion does not express any opinion.

11) Company is providing good facility to protest your supervisor's evaluation?

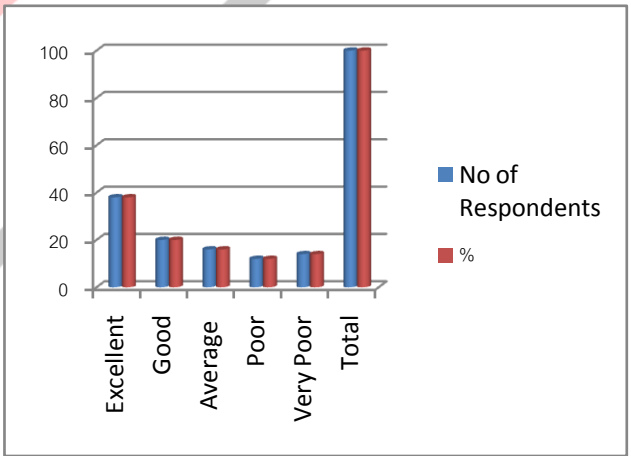
Opinion	No of Respondents	%
Strongly Agree	38	38.00
Agree	32	32.00
Can't Say	-	-
Disagree	19	19.00
Strongly Disagree	11	11.00
Total	100	100.00



Interpretation: Facilities are very important to employee for creating interest and getting motivation at training programmes. Here majority opinion is in favor of the organization but there is a lot of scope to improve up on this issue.

12) Your opinion on infrastructure availability at your organization for employee development programs.

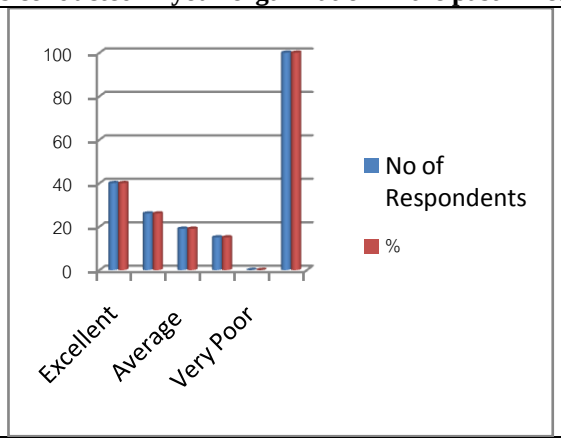
Opinion	No of Respondents	%
Excellent	38	38.00
Good	20	20.00
Average	16	16.00
Poor	12	12.00
Very Poor	14	14.00
Total	100	100.00



Interpretation: It should be noted that infrastructure is not a matter of one day or two days. It is infect an ongoing concept. The current level of satisfaction can be considered to be very much good at 58.33%. Poor and very poor occupies a very little percentage.

13) What is the overall rating you give to the appraisal programs conducted in your organization in the past 1 Year?

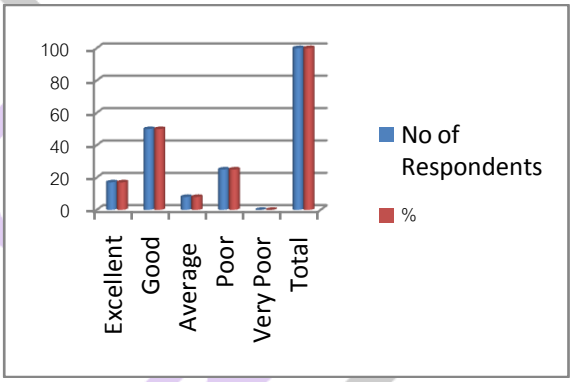
Opinion	No of Respondents	%
Excellent	40	40.00
Good	26	26.00
Average	19	19.00
Poor	15	15.00
Very Poor	0	0.00
Total	100	100.00



Interpretation: The organizations efforts are successful in receiving a very good ratting for their training programmes conducted in the organization. Nearly 66% are opinioned that they are getting very high quality training in the organization.

14) How does the performance evaluation help the employee in improving their productivity in work life?

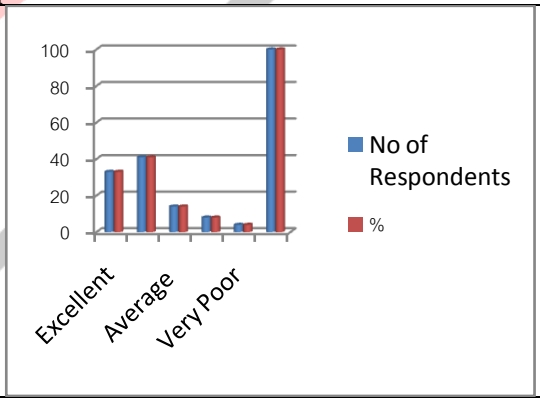
Opinion	No of Respondents	%
Excellent	17	17.00
Good	50	50.00
Average	8	8.00
Poor	25	25.00
Very Poor	0	0.00
Total	100	100.00



Interpretation: Importance of balanced work life is the need for every employee in all the organizations without any exemption. Employees think that training is very essential for the improvement of their productivity in work life. But still a 25% opinion is that they are not receiving the productivity.

15) What is your level of satisfaction towards management fair practices in evaluation?

Opinion	No of Respondents	%
Excellent	33	33.00
Good	41	41.00
Average	14	14.00
Poor	8	8.00
Very Poor	4	4.00
Total	100	100.00



Interpretation: Employees are expressing satisfaction at considerably high level. Negative attitude even though existing in this case it is very low in percentage terms.

FINDINGS AND SUGGESTIONS

FINDINGS

1. Sangam Dairy in Andhra Pradesh is a very successful Dairy Production company in private sector.
2. As much as 83% are agreeing to the opinion of good relations in the organization.
3. The survey is favoring towards experienced youth because 45% of the respondents belong to the age group of 35 – 45 years.
4. Employee is having a very positive attitude towards the performance evaluation programmes when 67% of the employees are of the opinion that increase in efficiency will go up.
5. Nearly 66% are opinioned that they are getting very high quality training in the organization.

6. Employees think that training is very essential for the improvement of their productivity in work life. But still a 25% opinion is that they are not receiving the productivity.
7. Employees are expressing satisfaction at considerably high level. Negative attitude even though existing in this case it is very low in percentage terms.
8. The industry being on technical side, training and performance evaluation of the employees are give high prominence in this organization.
9. In many issues employees express complete satisfaction regarding the management approach towards performance evaluation.
10. Employees in this organization welcome any move towards their performance evaluation. Thus they are on the positive side of the evaluation.
11. Feedback system on post performance is not really at its best in this company. Such practices can't inform the employee of his or her weakness.
12. It is observed that most of the workers are satisfied with the working conditions in the organization.
13. Performance appraisal is to be imparted among all employees with equitable opportunity to increase the productivity, and also to serve the customers better.
14. Operations with other institutions shall require to be strengthened.
15. Communication gap shall require to be bridged using both formal and informal communication channels.

SUGGESTIONS

1. The system of performance evaluation should be made a routine process in the organization.
2. It is strongly advised to introduce performance bonus to motivate the employee to excel his or her performance. Because there is always a room for improvement in performance as one passes through the learning curve.
3. Improvement in the feedback system is the need of the hour. Otherwise the intended purpose of the evaluation does not reach the employee. It is particularly true with that employee whose performance is low.
4. Training and development programmes should consider the results of the performance evaluated then training becomes more relevant and purposeful.
5. HRD development has to have linkage with professional charters and institutions.
6. Performance appraisal of behavior completion among employees should be increased to get more efficiency in work.
7. Introduction of Performance appraisal process approach increases awareness among employees before attending to Performance appraisal programmes.

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