

Perception of Marketing Professionals of Pharmaceutical Industry towards Performance Evaluation System in Aurangabad (M.S.)

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ABSTRACT

Performance Evaluation System (PES) has been observed by intellectuals and human resource professionals as a valuable implementation for human resource management (HRM). Hitherto effective PES remains a hardheaded challenge to management and employees, due to reasoning, intuition, perception, reward, motivational and behavioral factors. An ideal Performance Evaluation System should be free from prejudice and cronyism which can replace objectivity. A study through survey was conducted among executives and managers and other marketing professionals of pharmaceutical industry in Aurangabad, Maharashtra. A survey questionnaire was administered among 40 marketing professionals of pharmaceutical industry. Data collected were analyzed quantitatively with graphical presentation. Performance evaluation system is a very useful tool to bring out employee development and beneficiary for organization development. Majority employees are satisfactory with present performance evaluation system. Performance evaluation system linked to salary and reward because ultimately organization performance is sum of all employee performance. Performance evaluation system is not only take care of number or sale its must cover all aspect of performance of marketing or sales employee.

Keywords: Performance evaluation system, satisfaction, motivation, reward, employees.

INTRODUCTION:

Performance evaluation is integrative assessment tools which are advantageous to organizational effectiveness. The administrators of the performance appraisals usually are managers or human resource professionals. Making sure the appraisal tool is valid, reliable, standardized, and appropriate for the position is only part of the process. Unfortunately it's not uncommon for employees to be in the dark regarding their performance, or areas of weakness, if a lack of communication exists. The ability to be proactive with one's employees is where I feel the success lies. "Research shows that managers with poor communication or interpersonal skills are often the downfall of a company's otherwise sound performance management program. Communication skills are of high importance when communicating scoring results and giving constructive feedback. When constructive feedback is handled professionally and with empathy, employees build trust and are more eager to improve on areas of weakness. Training, workshops, and shadowing others can help with both weaknesses and strengths. The performance appraisal tool can provide insight into strengths that can be of importance to the organization. Strengths can be honed in on, and often an employee can be an asset within another position or department within the organization.

LITERATURE REVIEW:

A. Gosselin, M. Werner and N. Halle (1997) In this study researchers laid that over half the respondents ranked salary increases as their last or second to last (out of five) preferred use of appraisal. Salary increases may even

lead to negative feelings if the increase is perceived as inequitable or minimal.

Rafikul Islam and Shuib bin Mohd Rasad (July 2005) This paper studied analytic hierarchy process at Inter System Maintenance Services, Malaysia and its found analytic hierarchy process application for performance appraisal at the company has been a successful one which has increased the accuracy and fairness of the process. C. C. Yee, and Y. Y. Chen (2009) Researchers developed a multifactorial evaluation model for performance appraisal system utilizing the performance appraisal criteria from Information and Communication Technology. Multifactorial evaluation model is assisting high-level management to appraise their employees.

Ali Erbas, Tugay Arat & Semih Buyukipekci (2010) Researchers found most common performance appraisal error is seen as halo effect and least common performance appraisal error is not considering the relations among works.

Shrivastava and P. Purang (2011) Researchers studied the differences between public and private sector banks with respect to perception of fairness of the performance appraisal system and performance appraisal satisfaction. Perception of fairness of the performance appraisal system has been studied through nine factors. The study used independent samples t-test and qualitative analysis to study the mean differences between the two banks. Results indicated that private sector bank employees perceive greater fairness and satisfaction with their performance appraisal system as compared to public sector bank employees.

Laila Zaman (September 2011) In this study researcher found structured & specific performance appraisal policy for its different graded employees and also a single standard for its directors and managers level across GSK International affiliates is the strength of GSK Bangladesh Ltd. performance appraisal process.

Vikash Gupta and Abhaya Swaroop (June 2012) In this study pharma Company employee perceive greater satisfaction with performance expectation forecast, about performance rater, understanding performance expectations, concern over performance ratings, in-process feedback, accuracy of performance rating, behavior of rater, briefing rating results but were neutral with appealing for Justice, were they need improvement.

RESEARCH METHODOLOGY:

The researcher has selected Aurangabad city in Maharashtra. The sample of 40 people randomly selected from Aurangabad. A questionnaire has been designed for collecting data from respondents. The questionnaire consists of two parts first part was related to personal information & second part consists with questions related to the performance evaluation system in pharmaceutical industry. There were 23 questions designed in the questionnaire, the questions were both open & close ended.

OBJECTIVES:

1. To study performance evaluation system is a very useful tool to bring out employee development.
2. To know is performance evaluation system beneficiary for organization development.
3. To study satisfaction level of marketing employee of pharmaceutical industry with present performance evaluation system.
4. To study performance evaluation system affects salary and rewards.

Data analysis & interpretation:

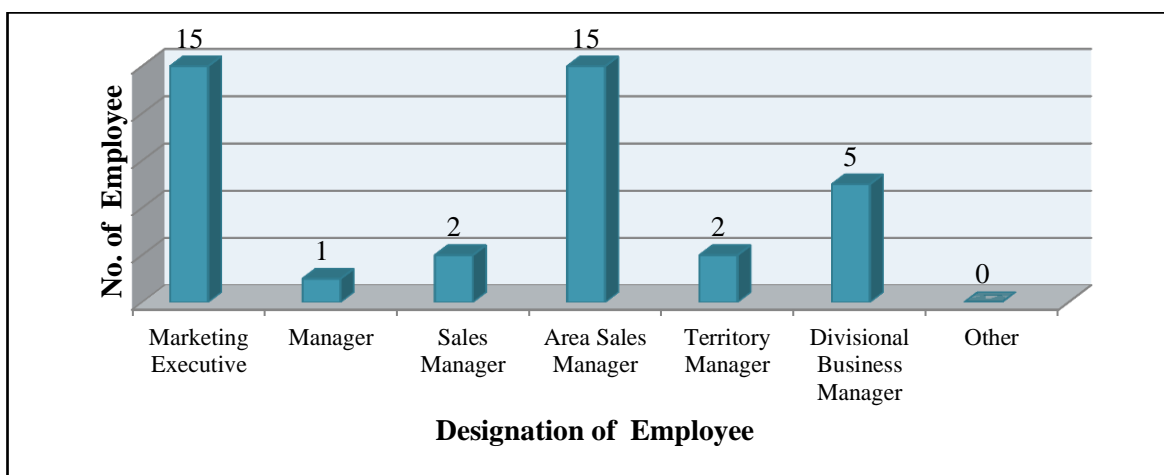
The researcher analyses the data of questionnaires & presented it in the graphical format, as well as interpreted each graph and the summary had been written below the graph.

Designation of Employee:

Table No.1: Location of the Consumers

Designation of Employee	No. of Employee	Percent
Marketing Executive	15	37.5
Manger	1	2.5
Sales Manager	2	5
Area Sales Manager	15	37.5
Territory Manger	2	5
Divisional Business Manger	5	12.5
Other	0	0
Total	40	100

Graph No. 1: Designation of Employee



Interpretation:

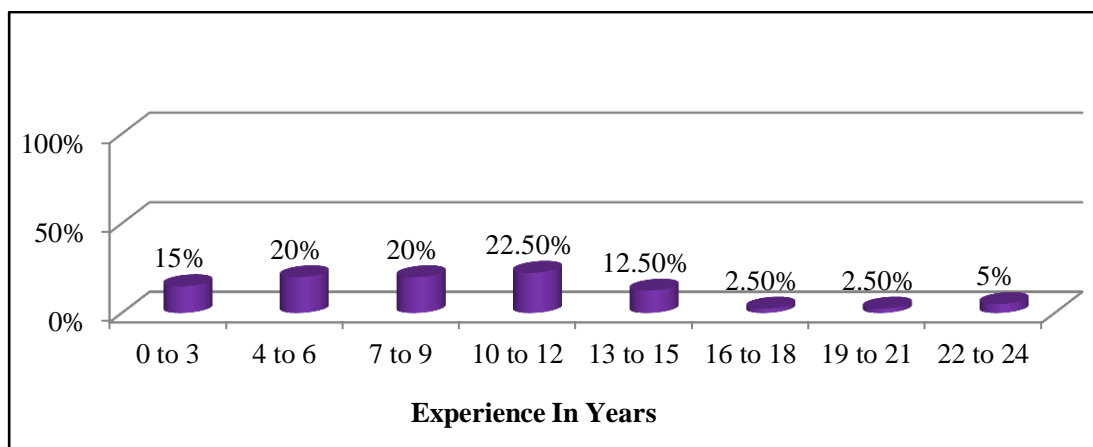
As per the graph above 40 marketing employee were selected in Aurangabad city randomly. There are 15 marketing professionals i.e. 37.5 percent, Manager 2.5 percent, Sales Manager 5 percent, Area Sales Manager 37.5 percent, Territory manager 5 and Divisional Business Manager 12.5 percent.

Experience of Employee:

Table No. 2: Experience of Employee

Experience (In Years)	No. of Employee	Percent
0-3	6	15
4-6	8	20
7-9	8	20
10-12	9	22.5
13-15	5	12.5
16-18	1	2.5
19-21	1	2.5
22-24	2	5
Total	40	100

Graph No. 2: Experience of Employee



Interpretation:

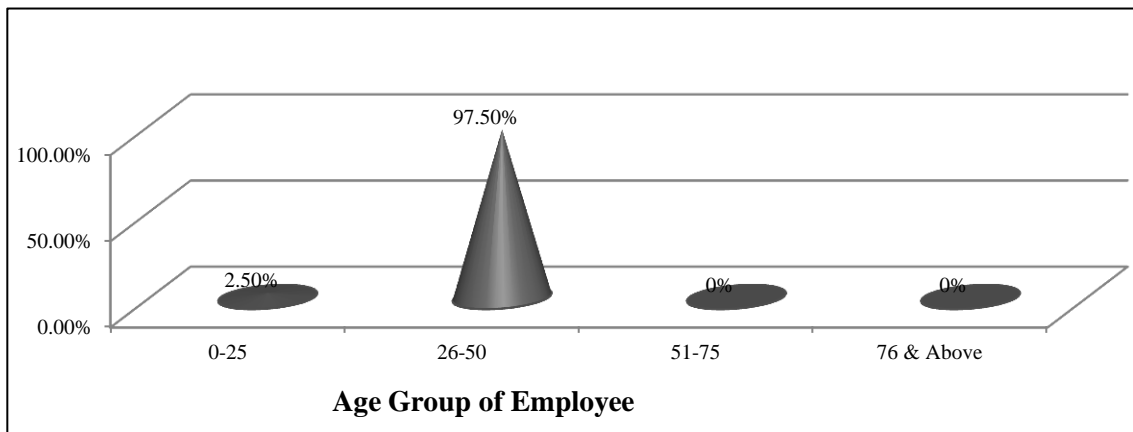
On the basis of above graph it is interpreted that maximum i.e. 15% employee are 0 to 3 years experience, 20% employee are 4 to 6 years experience, 20% employee are 7 to 9 years experience, 22.5% employee are 10 to 12 years experience, 12.5% employee are 13 to 15 years experience, 2.5% employee are 16 to 18 years experience, 2.5% employee are 19 to 21 years experience, 5% employee are 22 to 24 years experience. This indicates that the majority marketing professionals are having good experience of industry.

Age Group of Employee:

Table No. 3: Age Group of Employee

Age Group (In Year)	No. of Employee	Percent
0-25	1	2.5
26-50	39	97.5
51-75	0	0
76 & Above	0	0
Total	40	100

Graph No. 3: Age Group of Employee



Interpretation:

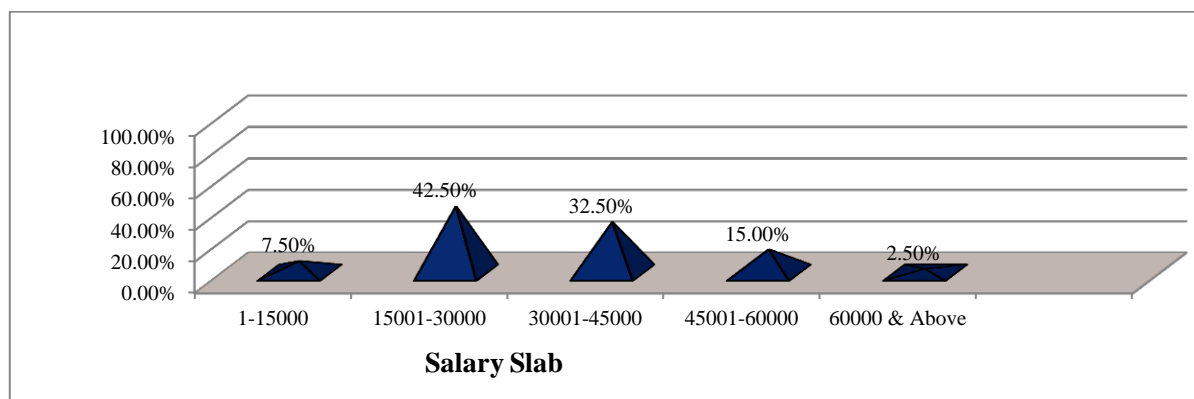
The above graph shows that 97.5% employee are belong age group 26-50 & only 2.5 % employee are belong age group below 25. These means maximum marketing employees are young in pharmaceutical industry.

Salary of Employee:

Table No. 4: Salary of Employee

Salary Slab Rupee	No. of Employee	Percent
1 to 15000	3	7.5
15001 to 30000	17	42.5
30001 to 45000	13	32.5
45001 to 60000	6	15
60001 & Above	1	2.5
Total	40	100

Graph No. 4: Salary of Employee



Interpretation:

In the answer of this question 42.5% marketing professionals has got salary between 15001 to 30000, 32.5%

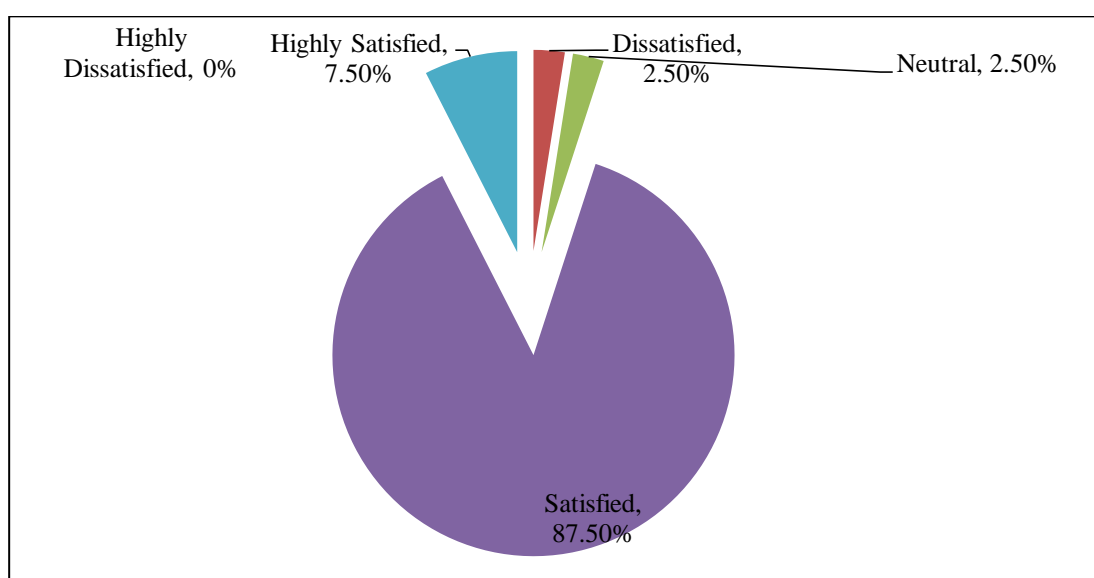
employee has got salary between 30001 to 45000, 15% employee has got salary between 45001 to 60000, 7.5% employee has got salary between 1 to 15000 and 2.5% employee has got salary 60001 and above.

Employee's Level of satisfaction with present performance evaluation system:

Table No. 5: Level of Satisfaction

Satisfaction Level	Frequency	Percent
Highly Dissatisfied	0	0
Dissatisfied	1	2.5
Neutral	1	2.5
Satisfied	35	87.50
Highly Satisfied	3	7.5
Total	40	100

Graph No. 5: Employee Level of Satisfaction



Interpretation:

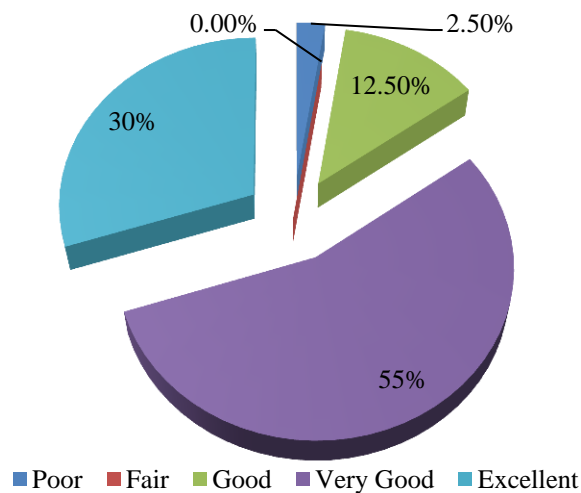
On the basis of above graph it is interpreted that 87.5% marketing professionals are satisfied with present performance evaluation system and it's reflect good level of satisfaction on the other hand only 2.5% employee are dissatisfied with present performance evaluation system.

Rate your existing Performance Evaluation System (PES) in your organization on the scale of (Give form 1-10, where 1 is poor and 10 is excellent) (1 or 2 - Poor, 3 or 4 - Fair, 5 or 6 – Good, 7 or 8 – Very Good, 9 or 10 – Excellent):

Table No. 6: Rating of Present PES

Options	Frequency	Percent
Poor	1	2.5
Fair	0	0
Good	5	12.5
Very Good	22	55
Excellent	12	30
Total	300	100.0

Graph No. 6: Rating of Present PES



Interpretation:

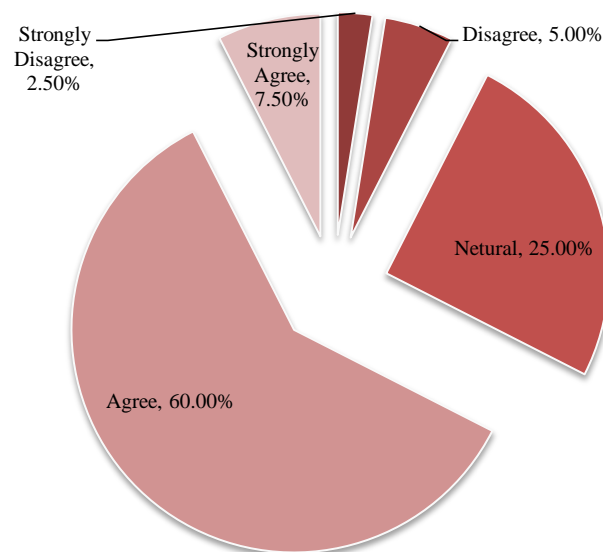
Above graph reflects the fact that 85% marketing professional's rates present performance evaluation system either excellent or very good. Very few professionals go with poor rating for present PES.

There is an unbiased performance evaluation system (PES):

Table No. 7: Unbiased PES

Options	Frequency	Percent
Strongly Disagree	1	2.5
Disagree	2	5
Neutral	10	25
Agree	24	60
Strongly Agree	3	7.5
Total	40	100.0

Graph No. 7: Unbiased PES



Interpretation:

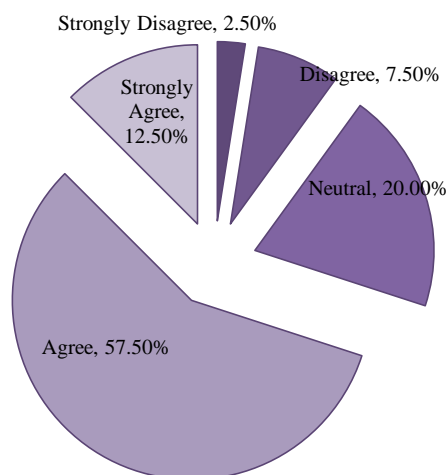
As per above graph 67.5% marketing professionals are feels they are having unbiased performance evaluation system. Other are not sure or thinking its bias. Therefore bias affects PES as well as indirectly performance of employee.

We have effective performance evaluation system(PES):

Table No. 8: Effectiveness of PES

Options	Frequency	Percent
Strongly Disagree	1	2.5
Disagree	3	7.5
Neutral	8	20
Agree	23	57.5
Strongly Agree	5	12.5
Total	40	100.0

Graph No. 8. Effectiveness of PES



Interpretation:

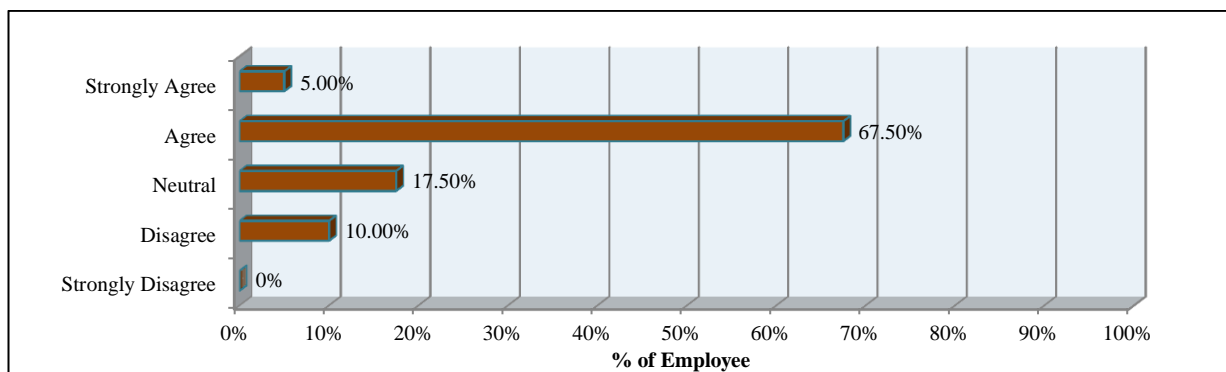
In above question 20% employee are neutral about effectiveness of present PES in their organization, 70% employee feels its effective on the other hand only 10% feels it's not effective.

We have efficient performance evaluation system (PES):

Table No. 9: Efficiency of PES

Options	Frequency	Percent
Strongly Disagree	0	0
Disagree	4	10
Neutral	7	17.5
Agree	27	67.5
Strongly Agree	2	5
Total	40	100.0

Graph No. 9: Efficiency of PES



Interpretation:

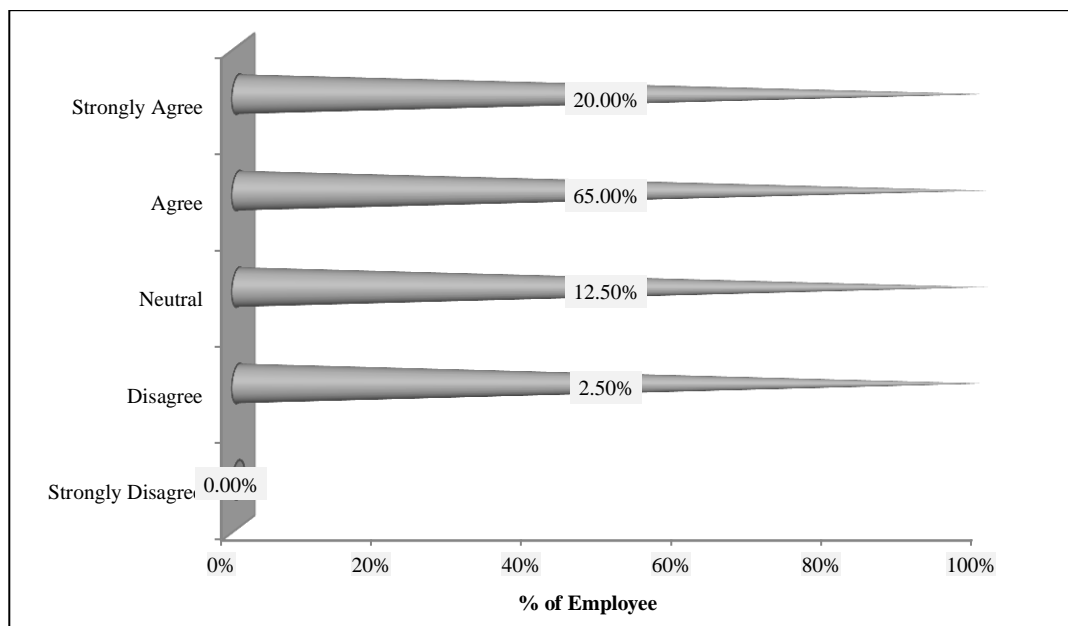
In the above graph 72.5% employee are go with efficiency of present PES. Only 10% professional feels it's not efficient. This means maximum employee believe present PES is efficient.

Organization gives trainings on the basis of PES:

Table No. 10: Training & PES

Options	Frequency	Percent
Strongly Disagree	0	0
Disagree	1	2.5
Neutral	5	12.5
Agree	26	65
Strongly Agree	8	20
Total	40	100.0

Graph No. 10: Training & PES



Interpretation:

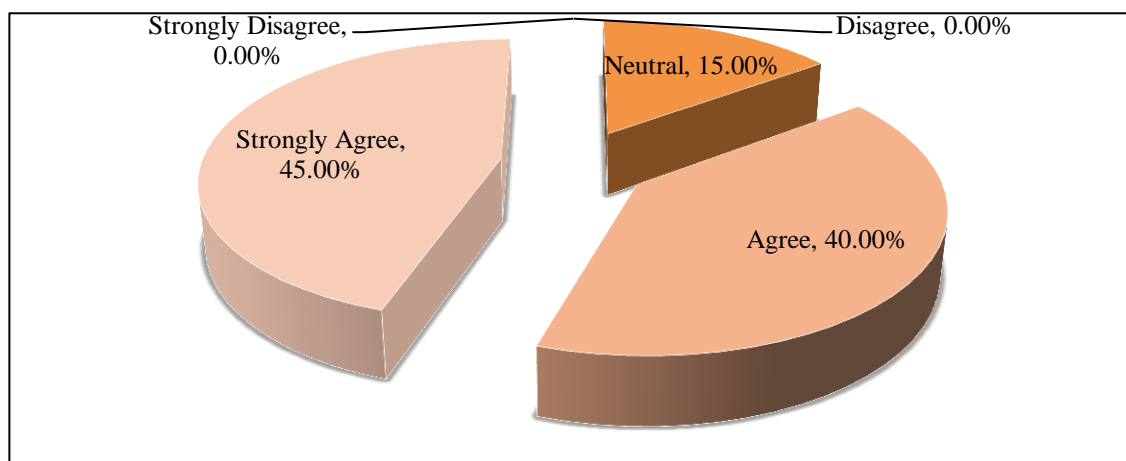
In this case 85 % marketing employee thinks training must according to result of PES. 12.5 % natural on this issue. Organization defiantly gets benefits if training arrange as per result of PES of employee.

Performance evaluation system (PES) is directly connected to award & reward:

Table No. 11: Award, Reward & PES

Options	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Neutral	6	15
Agree	16	40
Strongly Agree	18	45
Total	40	100.0

Graph No. 11: Award, Reward & PES



Interpretation:

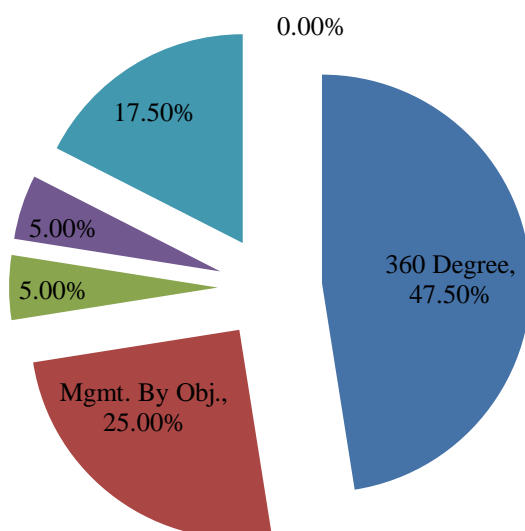
As per above data 85% employee believe PES directly connected to award and reward. Its means employee performance is core key to get award and reward in an organization.

As per your opinion which one is the most useful appraisal system?

Table No. 12: Most Useful Appraisal System

Options	Frequency	Percent
360 Degree	19	47.5
Management By Objective	10	25
Critical Incidents	02	5
Ranking	02	5
Rating	07	17.5
Other	00	00
Total	40	100.0

Graph No. 12: Most Useful Appraisal System



Interpretation:

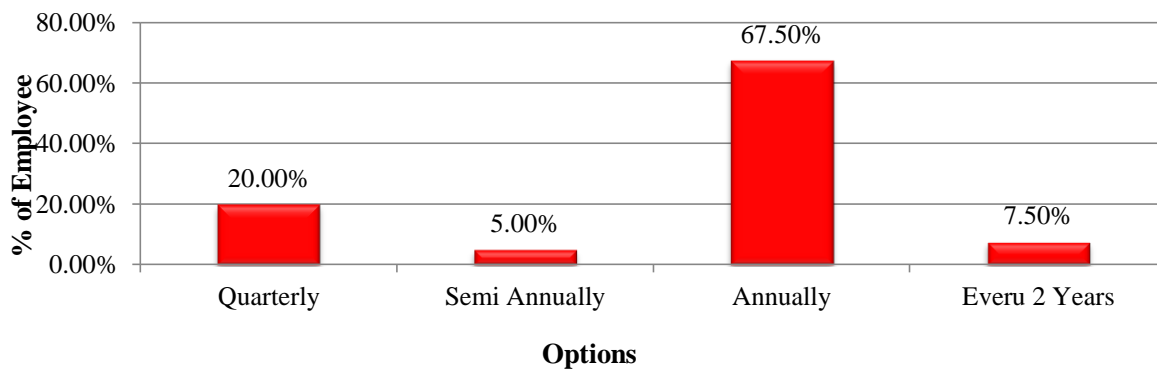
It is interpreted on the basis of above graph that 47.5% marketing profession thinks 360 degree is best appraisal system, 25 % employee feels management by objective is best method of appraisal, 17.5 % marketing professionals believe in rating system, 5 percent marketing professional go with Ranking & 5 percent marketing employee critical incidents.

How frequently should the performance evaluations be conducted for employee in your organization, for making it useful?

Table No.13: Performance Evaluation Frequency

Options	Frequency	Percent
Quarterly	08	20
Semi Annually	02	05
Annually	27	67.5
Every 2 Years	03	7.5
Total	40	100.0

Graph No.13: Performance Evaluation Frequency



Interpretation:

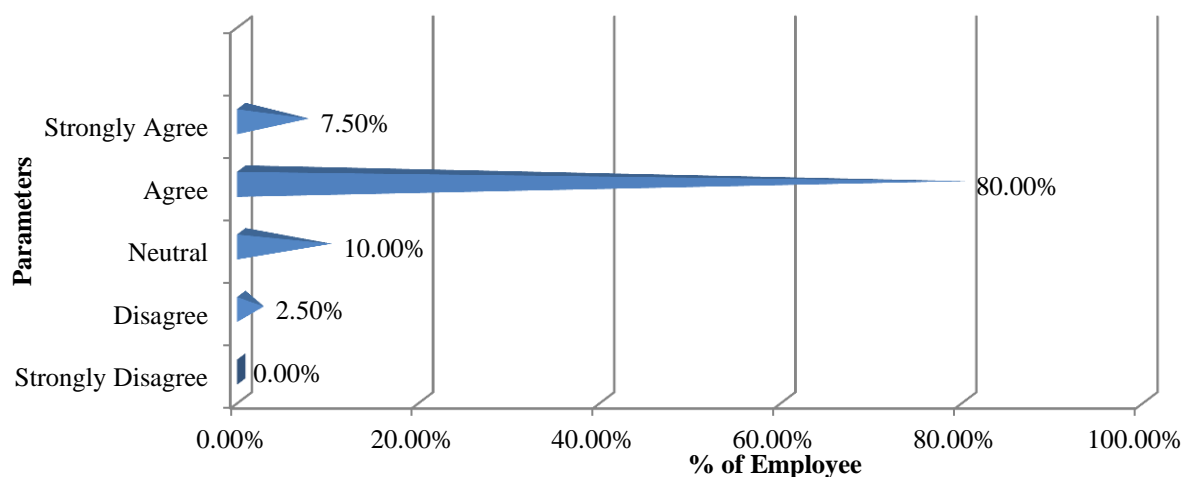
For above question 67.50% employee like to prefer annual performance evaluation system, 20% employee go with quarterly evaluation to focus on continuous improvement, 5% employee want semiannual evaluation system and only 7.5% marketing employee want every 2 year performance evaluation system.

Performance evaluation system is used to improve organization productivity:

Table No. 14: Org. Productivity & PES

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	1	2.5
Neutral	4	10
Agree	32	80
Strongly Agree	3	7.5
Total	300	100.0

Graph No. 14: Org. Productivity & PES



Interpretation:

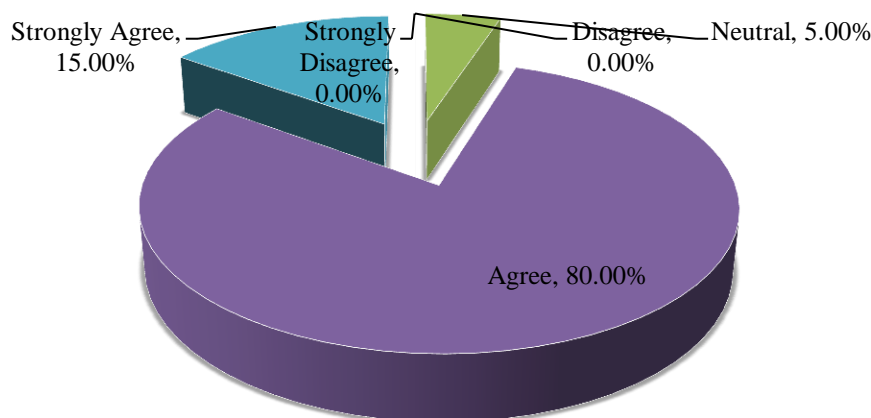
For above question 87.5% marketing professionals agree on PES is beneficiary to productivity of organization, 10 % employee have taken neutral stand on this point & only 2.5% employee disagree on this issue.It's clearly indicate significance of PES in an organization.

Performance evaluation system (PES) is improving quality of performance of organization:

Table No. 15. PES &Quality

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Neutral	2	5
Agree	32	80
Strongly Agree	6	15
Total	40	100.0

Graph No. 15. PES & Quality



Interpretation:

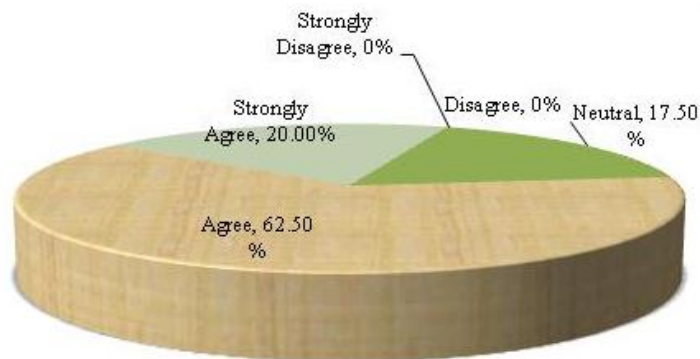
The above graph reflects the fact that 95% marketing professionals are thinks PES improve quality performance of organization.

Performance evaluation system (PES) is beneficiary for succession planning in an organization:

Table No. 16: PES & Succession Planning

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Neutral	7	17.5
Agree	25	62.5
Strongly Agree	8	20
Total	40	100.0

Graph No. 16: PES & Succession Planning



Interpretation:

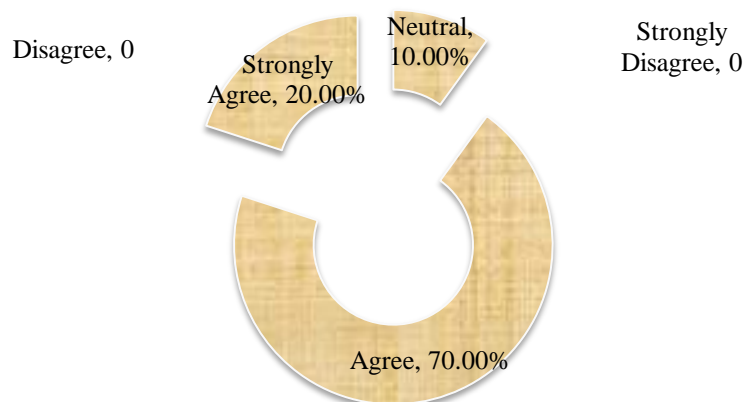
As the 82.5% employee says that PES beneficiary for succession planning on the other hand remain 17.5% employee have taken neutral stand on this element.

Performance evaluation system (PES) brings employee recognition in an organization:

Table No. 17: Employee Recognition & PES

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	0	0
Neutral	4	10
Agree	28	70
Strongly Agree	8	20
Total	40	100.0

Graph No. 17: Employee Recognition & PES



Interpretation:

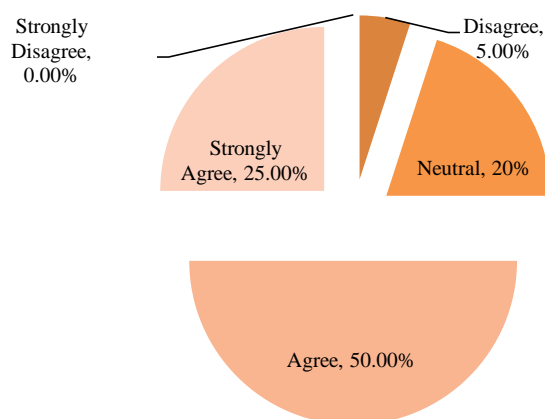
On the basis of above graph it is interpreted that maximum i.e.90% employee's respond that PES brings recognition in an organization.

Performance evaluation system increase mutual trust between management and employee:

Table No. 18: Mutual Trust & PES

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	2	5
Neutral	8	20
Agree	20	50
Strongly Agree	10	25
Total	40	100.0

Graph No. 18: Mutual Trust & PES



Interpretation:

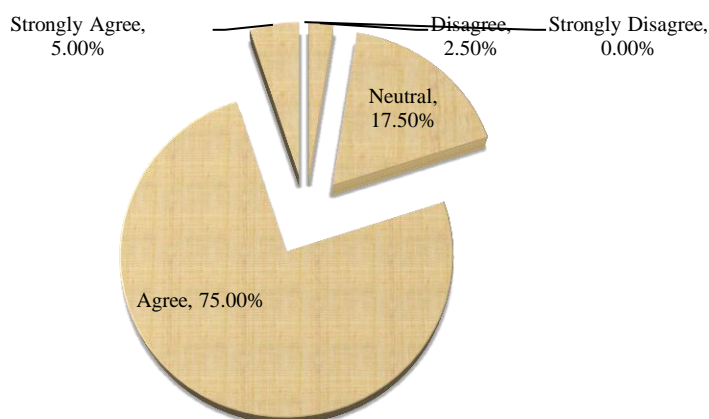
As per the above graph it is interpreted that 75% employee think that PES increase mutual trust between management and employee, 5% marketing professionals view is negative with respect to PES & mutual trust on the other side 20% employee has taken neutral stand on this issue.

Performance evaluation system (PES) improve individual productivity:

Table No. 19: PES & Employee Productivity

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	1	2.5
Neutral	7	17.5
Agree	30	75
Strongly Agree	2	5
Total	40	100.0

Graph No. 19: PES & Employee Productivity



Interpretation:

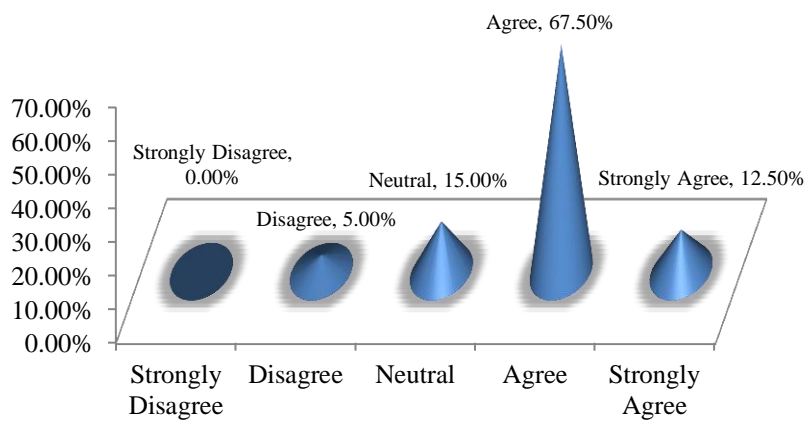
As per the above graph 80% marketing professionals believe PES increase individual employee's productivity, 17.5% employee neutral about PES and individual employee productivity and 2.5% do not think PES increase productivity of employee.

Performance evaluation system (PES) is improving quality performance of individual employee:

Table No. 20: PES & Quality of Performance

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	2	5
Neutral	6	15
Agree	27	67.5
Strongly Agree	5	12.5
Total	40	100.0

Graph No. 20: PES & Quality of Performance



Interpretation:

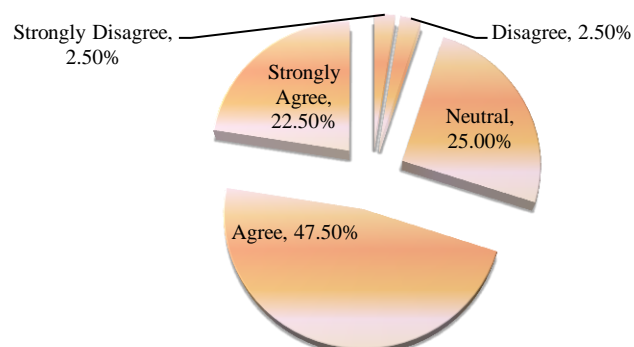
As the 80% employee says that PES improving quality performance of individual employee, on the other hand 15% employee have taken neutral stand on this element & 5% don't think PES improve individual quality.

Performance evaluation System (PES) is a very useful tool to bring out Employee Development:

Table No. 21: PES & Employee Development

Parameters	Frequency	Percent
Strongly Disagree	1	2.5
Disagree	1	2.5
Neutral	10	25
Agree	19	47.5
Strongly Agree	9	22.5
Total	40	100.0

Graph No. 21: PES & Employee Development



Interpretation:

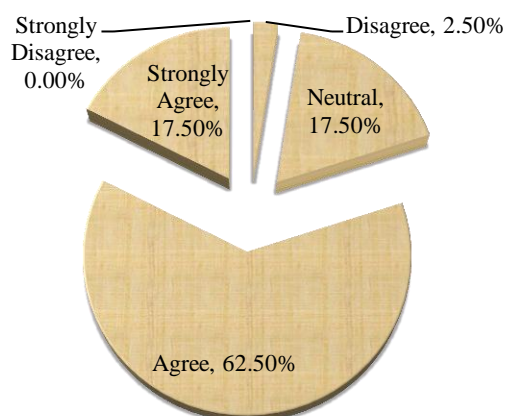
As per the above graph 70% marketing professionals believe PES brings individual employee's development, 25% employee neutral about PES and individual development and 5% do not think PES useful for employee development.

Performance evaluation system (PES) identified training needs of employee:

Table No. 22: PES & Training Needs

Parameters	Frequency	Percent
Strongly Disagree	0	0
Disagree	1	2.5
Neutral	7	17.5
Agree	25	62.5
Strongly Agree	7	17.5
Total	40	100.0

Graph No. 22: PES & Training Needs



Interpretation:

For above question 80% marketing professionals say PES is beneficiary to identify training needs, 17.5 % employee have taken neutral stand on this point & only 2.5% employee disagree on this issue. It's clearly indicate significance of PES with respect to training identification of needs.

Any comment or suggestion regarding Performance evaluation system:

For above question 55% people haven't provided any response & remaining employee provide following suggestions.

1. Organization must be implemented 360 degree performance evaluation system.
2. Performance evaluation system must be process oriented.
3. There must be 100% transparency in performance evaluation system.
4. Performance evaluation work must go throughout the year.
5. Sales targets must be practical & realistically achievable for employee.
6. Company must go for gain sharing options with marketing employee.

CONCLUSION:

On the basis of above study the researcher tried to understand the perceptions of marketing professionals towards the performance evaluation system. The researcher analyses the collected data & find out the facts. Performance evaluation system is a very useful tool to bring out employee development and beneficiary for organization development. Majority employees are satisfactory with present performance evaluation system. Performance evaluation system linked to salary and reward because ultimately organization performance is sum of all employee performance. As per employee view organization should implement 360 degree performance evaluation system and must be set realistic target for marketing employee. Performance evaluation system is not only take care of number or sale its must cover all aspect of performance of marketing or sales employee.

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