

A STUDY ON PERFORMANCE APPRAISAL SYSTEM IN HEAVY VEHICLES FACTORY, CHENNAI

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ABSTRACT

Heavy Vehicles Factory has undergone various changes due to changes in technologies. Training is provided to the employees according to their designation and requirement that helps the organization to achieve its goal. The method used is descriptive in nature. The sampling techniques used in the study are simple random sampling. The sample size taken for the survey is 124. The sample unit has been collected from various departments of the organization.

The types of data collected from the employees of the organization are primary data through questionnaire method. For analyzing the data, the statistical tools used are Chi-square, ANOVA, H-Test and U-Test. Findings, suggestions, recommendations and conclusion are also been included in this project work.

Keywords: Technology, Training, Requirements, Goals, individual development.

INTRODUCTION:

Performance Appraisal is one of the oldest and most universal practices of management to evaluate the personalities, contribution and potential of the employees in an organization. By identifying the strength and weakness of an employee, Performance Appraisal serves as a guide for formulating a suitable training and development program to improve the quality of Performance. The most popular methods used in the performance appraisal process include the following:

- Management by objectives
- 360-degree appraisal
- Behavioural observation scale
- Behaviourally anchored rating scales

STATEMENT OF THE PROBLEM:

Performance appraisal is a process of assessing, summarizing and developing the work performance of an employee. Low performance can push the organization back in today's tough competition scenario. In order to be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employees performance as possible. The project is aimed at analyzing the performance appraisal applied in organization.

SCOPE OF THE STUDY:

The scope of the study is that it will help the researcher to know that what constitutes performance appraisal and also the role played by it in rating the employees and on the effect of it on the employees. It also helps us in knowing about whom the raters are and what role do they play in "performance appraisal". On other side the study reveals that the employees are satisfied by it or they want some other ways of promoting them.

OBJECTIVES OF THE STUDY:

- To know the awareness level of performance appraisal system among employees in HVF.
- To identify the needs of performance appraisal system in HVF.
- To know the satisfaction level of employees by the present performance appraisal system.
- To find the expectation of appraise.
- To study the impact of performance appraisal system towards HVF employees.

RESEARCH METHODOLOGY:

MEANING OF RESEARCH:

"A Careful investigation or inquiry specially through search for new facts in any branch of Knowledge".

RESEARCH DESIGN:

Decisions regarding what, when, where, how much, by what, concerning an inquiry or a research study constitutes a research design.

DESCRIPTIVE RESEARCH:

Descriptive research studies include surveys and fact-findings enquire of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present.

SAMPLING DESIGN:

The way of selecting the sample is known as the sample design. People with various categories have been clustered together. Among them simple random sampling has been conducted.

PILOT STUDY:

Reliability of the tool was measured by using cronbach's alpha value method. 10 employees were selected randomly. The reliability questionnaire was found to be 0.934453 and the total number of questions were 21. The cronbach's alpha value for each question was found to be positive and the score of the test for tool was above 0.6, so the questionnaire was reliable.

PROPOSED STATISTICAL TOOLS FOR ANALYSIS:

- Chi-Square test
- Analysis Of Variance
- H-Test (or) Kruskal-Wallis Test
- Mann-whitney (or) U-Test

REVIEW OF LITERATURE:

- Elizabeth Holloway and Mitchell Kusy (2011) explains that, In response to the growing evidence that disruptive behaviours within health-care teams constitute a major threat to the quality of care, the Joint Commission on Accreditation of Healthcare Organization (JCAHO; Joint Commission Resources, 2008) has a new leadership standard that addresses disruptive and inappropriate behaviours effective January 1, 2009. For professionals who work in human resources and organization development, these standards represent a clarion call to design and implement evidence-based interventions to create health-care communities of respectful engagement that have zero tolerance for disruptive, uncivil, and intimidating behaviours by any professional. In this chapter, we will build an evidence-based argument that sustainable change must include organizational, team, and individual strategies across all professionals in the organization.
- Frank R.C. de Wit, *et.al* (2011) explains that, Negotiations can be stressful, yet are unavoidable in many organizations. Members of organizational workgroups for instance need to negotiate about issues such as task division and different ideas on how to complete a project. Until recently little research effort has been directed to understanding negotiators' stress responses. Similarly, little is known about the consequences that these stress responses may have on negotiation outcomes. In this chapter we argue that group members' physiological stress responses are a key determinant of the outcomes of intragroup negotiations. We focus on two distinct physiological responses (i.e., threat and challenge) and argue that relative to threat responses, challenge responses will be related to superior information sharing, information processing, and decision-making quality. Moving beyond a uniform relationship between physiological reactions and negotiators' behaviours and outcomes, we also focus on two moderating characteristics: the relative power of group members, and whether the negotiation is purely task related, or co-occurs with relationship issues. We discuss effects on both the individual and the group level, extend our ideas to other forms of negotiations, and end with practical and theoretical implications. A better understanding of physiological processes during intra group negotiations may help to explain when intra group disagreements help or hinder group outcomes and, therefore, may help to solve the paradox of intra group conflict.

FINDINGS OF THE STUDY:

GENERAL FINDINGS:

- It is found that the majority of 32.25% respondents belong to the age group of 25-35.
- It is found that the majority of 66.13% respondents are male and 33.87% respondents are female.
- It is found that 30.65% of the respondents are UG degree holders and 9.68% of respondents are PG degree holders.
- It is found that out of 124 employees 114 employees were married and the rest were single.
- It is found that 53.23% of the respondents had working experience in other organization.
- It is found that 54.84% of the respondents have working experience in HVF more than 2 years.
- It is found that 75.81% of respondents have awareness of performance appraisal.
- It is found that 87.09% of the respondents know that performance appraisal followed at HVF yearly once.
- It is found that 53.23% of the respondents have informed about performance appraisal followed in the organization during their induction
- It is found that 54.84% of the respondents are suggested that performance appraisal model used in the organization is efficient.
- It is found that 50% of the employees don't know about the performance appraisal system in accordance with the training selection policy.
- It is found that 93.55% of the employees have agreed that performance appraisal is necessary and remaining 6.45% of the employees have agreed that performance appraisal is not necessary.
- It is found that 91.94% of the employees have responded that performance appraisal is necessary to achieve the organisation's goals.
- It is found that 61.29% of the employees have responded that there is proper use of information received through performance appraisal.
- It is found that 62.90% of the employees are satisfied with the performance appraisal feedback system.

- It is found that 85.48% of the employees are satisfied with the current job.
- It is found that 53.23% of the employees have responded that there is proper provision of performance feedback.
- It is found that 59.68% of the employees have responded that performance appraisal assessment matches to employee's contribution.
- It is found that 58.06% of the employees have awareness quality management system.
- It is found that 33.87% of the employees are satisfied with the current appraisal system.
- It is found that 33.87% of the employees maintain record of event accomplished.
- It is found that 45.16% of the employees have responded that performance assessment matches to their expectation.
- It is found that 75.81% of the employees have responded that there is proper reward for their performance.
- It is found that 46.77% of the employees have suggested that standards should be improved.

STATISTICAL FINDINGS:

- It is found that there is no significant difference between performance assessment and expectation.
- It is found that there is a significant difference between the work experience and satisfaction level with current appraisal system.
- It is found that there is no significant difference between education and areas to be improved.
- It is found that there is no significant relationship between performance appraisal model and current rewarding system.

SUGGESTIONS AND RECOMMENDATIONS:

The following suggestions and recommendations can be considered by the organisation for improving the process:

- The performance appraisal should be given to the employees on the basis of individual achievements. Organisation should not consider executive reference for an individual performance appraisal.
- More awareness about performance appraisal should be created for the new employees.
- Performance appraisal should be given to all categories of employees working in the organisation.
- The training programme should be designed on the basis of identifying training needs and relevant to participants job.
- The manager can adopt participative approach so that it would increase the free flow of communication between the HRD department and other employees. This would help in better identification of training needs.
- The head of department has to concentrate on each personnel and their work efficiency to give importance for their development and also motivate them for training to improve their work efficiency and self-development.
- Give awareness of performance appraisal system to each and every employees of this organization.
- The existing system to be simplified and collect the feedback of all the employees, then only we can improve the quality and performance of the organization.
- Training courses and their contents to be modified time to time.
- Arranging more and more training programmes will help an individual in improving the standard of the factory and individual. It will also help in improving information management system.

DIRECTIONS FOR FURTHER RESEARCH:

Researcher Suggests that in future survey research,

- Study the transformation of performance appraisal from previous to exist.
- 360⁰ performance appraisal model can be used to evaluate the performance of employees.
- Examine why an appraisal system is important.

CONCLUSION:

From the study, researcher concludes that the performance appraisal system applied in the Heavy Vehicles Factory is good. But the organisation should see that all the employees should get performance appraisal and training according to the requirement of employees job designation, periodic meeting and performance appraisal should be reviewed by the organisation frequently, by this the organisation can identify and provide appropriate training to employees for achieving the organisation's goal.

The organisation should provide high motivation to employees. The standards of training method should be provided according to the updated technology. Then bright success will have both to individual employees as well as to the organisation.

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