

Vol 3 Issue 10 Nov 2013

ISSN No : 2230-7850

Monthly Multidisciplinary
Research Journal

*Indian Streams
Research Journal*

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RNI MAHMUL/2011/38595

ISSN No.2230-7850

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

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CONTRIBUTION OF PERFORMANCE APPRAISAL IN INDUSTRIAL ARENA



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Abstract:-Performance appraisal is one of the important constituents of performance management. The need for performance appraisal arises because every person has a different personality and different situational, social, psychological, and physiological traits. Performance appraisal is the assessment of the employee in performing his job (Mansuri, N. Welsh, 2003). It brings out the differences of performance among the employees working in an organization. It is a continuous process of measuring an employee's past or present performance quantitatively and qualitatively, against the background of performance criteria within the ambit of his job role and about his future potential in an organization. This objective was attempting to tell employees where they lacked in the performance. Performance appraisal brings satisfaction in job along with cooperation and team work, its nature influences positively the skills of the employees and makes them be aware of their submerged strength and weakness. To have wide understanding about the contribution of performance appraisal towards the human factors like; performance, job satisfaction, cooperation and team work, personal skills and strength and weakness among employees a study has been conducted in Chettinad Cement Corporation Limited, Karur.

Keywords :Performance, Performance Appraisal, Job Satisfaction, Cooperation and Team Work and Personal Skills of the Employees.

INTRODUCTION PERFORMANCE APPRAISAL

It is a system of review and evaluation of an individual / team's performance. (Mondy et al.2009). Heyell (2008) observes it is the process of evaluating the performance and qualifications of the employee in terms of the requirements of the job. Since he/she is employed for the purpose of the organization, administration including placement, selection for promotions, providing financial rewards and other requirement such as differential treatment among the members for their unique performance is the esteemed function of performance appraisal. This process of estimating/judging the value excellence, qualities or status of person individually and collectively raises the employee performance to the most desirable level. While the Objectives of Performance Appraisal comprises of; review the performance of the employees over a given period of time, judge the gap between the actual and the desired performance, help management in exercising organizational control, diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future, enrich feedback to the employees regarding their past performance and clarify the expectations of the functions to be performed by the employees and finally reduce the grievances of the employees. The most challenging aspect of a performance appraisal is to focus on a desired performance (standardized performance) and then compare the desired performance to the actual performance of the employee. Ravhura (2008) says although the process

may be tedious, the end result is one of great importance. Minsha Agarwal (2007) highlights some of the positive results of performance appraisals are: It encourages employees to perform better in the future; it presents an opportunity for employees to leverage positive performance for an increase in salary or promotion. During the appraisal, employees can discuss strengths and weaknesses with supervisor, in effect, allowing employees to discuss personal concerns. It allows employees to identify what skills may be lacking and need to be acquired or improved upon. Guest and Boselie (2002) classified human factors at work consist of performance, job satisfaction, cooperation and team work and personal skills of individuals.

What is Performance?

According to Winnie Muriithi (2006) Performance of the employee refers to the behaviour related to the work assigned. Employees are performing well when they are productive. Productivity implies both concern for effectiveness and efficiency related to goal accomplishment. Efficiency evaluates the ratio of inputs consumed to outputs achieved. The greater the output for a given input, the greater the efficiency. It is desirable to have objective measures of productivity such as effectiveness, efficiency, number of units produced or percent of accident free target achievement etc. In addition, performance also includes measures of accidents, turnover, absences, and tiredness (Yingiam, 2011). That is a good employee is one who not only performs well in terms of productivity but also minimizes problems for

the organization. Hence there exist a direct relation between performance and its appraisal since the out put of the performance appraisal bring hike in the employee performance.

Job satisfaction

At its general conceptualization level, job satisfaction simply refers how content an individual is with his or her job. At the more specific levels of conceptualization, job satisfaction has varying definitions. Affective job satisfaction is a uni-dimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole (Gary P. Latham, 2008). Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is usually being a more objective and logical evaluation of various facets of a job (John S. Heywood, 2005). As such, cognitive job satisfaction can be unidimensional if it comprises evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. The outcome of the performance appraisal naturally influences the satisfaction in one's job.

Cooperation and team work

Cooperation is a process by which the components of a system work together to achieve the global properties (Mabelane, 2007). Understanding the mechanisms that create cooperating agents in a system is one of the most important and least well understood phenomena in nature, though there has not been a lack of effort. Individual action on behalf of a larger system may be coerced (forced), voluntary (freely chosen), or even unintentional, and consequently individuals and groups might act in concert even though they have almost nothing in common as regards interests or goals. Team work is "those behaviours that facilitate effective team member interaction," with "team" as "a group of two or more individuals who perform some work related task, interact with one another dynamically, have a shared past, have a foreseeable shared future, and share a common fate." (Goodale, 200). According to Fletcher. C (2008), teamwork is "the interdependent components of performance required to effectively coordinate the performance of multiple individuals". This cooperation and team spirit involves problems solving, accomplish tasks faster, healthy competition, developing relationships and unique qualities among participants. Even this is affected by performance appraisal positively and negatively.

Personal skills

Skills and personal qualities that employers want from his or her employees are as structured as; Effective communication: employees have to speak, write, and listen effectively, organize their thoughts logically, and explain everything clearly. Computer and technical literacy: Almost all jobs now require an understanding of computer software, word processing, e-mail, spreadsheets, and Internet navigation. Problem-solving/Creativity: involves making transactions, processing data, formulating a vision, and reaching a resolution, also conquer job challenges by

thinking critically and creatively. Interpersonal abilities: These skills confirm that a candidate can relate well to others, both co-workers and customers. Teamwork skills: The ability to work well with others while pursuing a common goal is a long-running favorite of employers. But so is the ability to work with minor supervision (Longenecker, 2005). Above all adaptability and flexibility, professionalism and work ethic and positive attitude and energy are the current skills in an industrial atmosphere.

Organization Profile

Chettinad Cement Corporation is operating its cement business spanning three generations. Since its establishment in 1962 with a wet process cements plant at Puliur near Karur, Chettinad Cement Corporation has been expanding and making itself versatile in the field of cement products. Chettinad Cement supplies the "glue" upon which many residential, commercial and engineering projects are built. Thus became the major supplier to Southern India cement needs. Chettinad Cement offers an extensive range of bagged products that includes ordinary portland cements and blended cements to suit most building and construction applications. The company has won many laurels for its cement production and has ISO 9001/2008, ISO 14001/2004 and IS 18001/2007 certifications. It has grown steadily from time to time through its consistent quality and customer service. Chettinad Cement Corporation Limited offers various services to our customers that include: selection of proper aggregates materials for concrete mix design. Gives tips to our customers cement storage facility, handling of cement bags, stacking of cement bags, preparation and treatment of casted concrete, general technical information concerning cement etc. It has bagged several prestigious awards and citations.

MATERIALS AND METHODS

The researcher had adopted clinical descriptive research design; both types of data were collected directly from the employees of Chettinad Cements Corporation Limited, Puliur, Karur. Primary data was gathered with the help of structured questionnaire, consisting of personal data and their opinion on performance appraisal and the dimensions of human factors such as; performance, job satisfaction, cooperation and team work and personal skills of the workers in the organization. Similarly secondary data were gathered from journals, organizational reports and websites etc. Population of the study consists of 457 employees out of which 50 respondents (36 male and 14 female) are taken as sample respondents through stratified random sampling technique. While 16 per cent of them had 0 to 5 years of services, 36 per cent had 6 to 10 years of services, 44 per cent with 11 to 15 years of experience and only 4 per cent had 16 and above years of service. After the collection of data, its analysis was carried with percentage analysis and appropriate statistical tools like Chi square test, T-test and F test was applied respectively to test the hypotheses and to arrive at necessary interpretations.

OBJECTIVES OF THE STUDY

To study the existing Performance appraisal system in

Chettinad Cement Corporation Limited, Karur.
To find out the influence of performance appraisal on human factors at work.

Hypothesis of the study

There is a significant difference between job satisfaction of the respondents and their opinion on overall performance appraisal system

There is significant association between cooperation and team work of the respondents and their opinion on over all performance appraisals

There is statistical difference between personal skills of the respondents and their opinion on the over all performance appraisal in the organization

There is statistical relationship between human factor of the respondents and their perception on the performance appraisal systems

RESULTS AND DISCUSSIONS

Table 1: On way ANOVA difference between Job satisfaction of the respondents and their opinion on overall performance appraisal system

S. No	Opinion on Overall Performance Appraisal System	Mean	S.D	SS	Df	MS	Statistical inference
1	Between Groups			14.773	3	4.924	F=4.601 .005<0.05 Significant
	Highly satisfied (n=13)	2.73	1.348				
	Satisfied (n=18)	2.07	1.245				
	Dissatisfied (n=09)	1.73	.949				
	Highly dissatisfied (n=10)	1.41	.666				
2	Within Groups			108.084	101	1.070	

Statistical test: Oneway ANOVA 'f' test

H₀: There is no significant difference between job satisfaction of the respondents and their opinion on overall performance appraisal system

H₁: There is significant difference between job satisfaction of the respondents and their opinion on overall performance appraisal system

Inference And Findings

The above table expresses the influence of performance appraisal systems on the employee level of satisfaction on job. 13 out of the 50 sample respondents opted for high satisfied nature related to the performance appraisal systems in the cement industry taken for the study. Its corresponding highest mean value confirms the maximum positive influence of the performance appraisal system in Chettinad Cement Corporation limited on the job satisfaction of the respondents. While the One way ANOVA test results justify that table value is greater than the calculated value (.005< 0.05), stating that H1 is accepted and Ho becomes unaccepted (i.e.) There is significant difference between Job satisfaction of the respondents and their opinion on overall performance appraisal system

Table 2: Association between cooperation and team work of the respondents and their opinion on over all performance appraisal

S.No	Cooperation and Team work	Mean	S.D	Statistical inference
1	Effective Performance Appraisal			T=-.548 .584>0.05 Not Significant
	Accepted (n=38)	69.57	9.419	
	Non accepted (n=12)	68.74	9.757	
2	Practical Performance Appraisal			T=-1.339 .181>0.05 Not Significant
	Accepted (n=38)	65.80	10.934	
	Non accepted (n=12)	68.06	9.078	
3	Ineffective Performance Appraisal			T=-.577 .565>0.05 Not Significant
	Accepted (n=38)	135.37	16.327	
	Non accepted (n=12)	136.81	12.355	
4	Confused Performance Appraisal			T=1.722 .082<0.05 Significant
	Accepted (n=38)	49.06	6.102	
	Non accepted (n=12)	51.09	7.098	
5.	Over all performance appraisal			T=1.722 .062<0.05 Significant
	Accepted (n=38)	43.47	7.324	
	Non accepted (n=12)	55.25	8.673	

Df = 310

Statistical test: Student 't'test

H₀: There is no significant association between cooperation and team work of the respondents and their opinion on over all performance appraisals

H₁: There is significant association between cooperation and team work of the respondents and their opinion on over all performance appraisals

Inference and Findings

The above table helps to understand the association between cooperation and team work of the respondents and their opinion on over all performance appraisals in the cement industry. Highest mean value 69.57 justifies the acceptance of effective performance appraisal towards co operation and team work among the respondents. With regard to practical performance appraisal, 68.06 highest mean value corresponds to non acceptance of the influence of practical performance appraisal on cooperation and team work of the respondents. Highest mean value 136.81 report non acceptance of ineffective performance appraisal towards the influence in cooperation and team work of the respondents. Similarly 51.09 mean value insists the non acceptance of confused performance appraisal in influencing cooperation and team work of the respondents. Finally 55.25 mean value corresponds the non acceptance of the association between over all performance appraisal and cooperation & team work of the respondents in Chettinad cement corporation limited, Karur. This is verified by the Students' T test where the table value is greater than the calculated value (.062<0.05), where Ho is neglected and H2 is accepted. (i.e) There exist a significant association between cooperation and team work of the respondents and their opinion on over all performance appraisal in the organization

Table 3: Association between personal skills of the respondents and their opinion on the over all performance appraisal in the organization

Sl.no	Personal skills	Performance appraisal		Statistical inference
		Low (n=23)	High (n=27)	
1	Communication			X ² =2.814 Df=1 .093<0.05 Significant
	Low	14 (52%)	07 (40.5%)	
	High	9 (48%)	20 (59.5%)	
2	Interpersonal			X ² =2.738 Df=1 .039<0.05 Significant
	Low	09 (41.8%)	12 (44.3%)	
	High	14 (58.2%)	15 (55.7%)	
3	Decision making			X ² =2.958 Df=1 .028<0.05 Significant
	Low	11 (45.1%)	04 (37.6%)	
	High	12 (54.9%)	23 (62.4%)	
4.	Technical			X ² =2.803 Df=1 .088<0.05 Significant
	Low	08 (40.7%)	13 (46.1%)	
	High	15 (59.3%)	14 (53.9%)	
5.	Over all personal skills			X ² =2.803 Df=1 .034<0.05 Significant
	Low	10 (40.7%)	11 (41.1%)	
	High	13 (59.3%)	16 (58.9%)	

Statistical test: Chi-square test

H₀; There is no statistical association between personal skills of the respondents and their opinion on the over all performance appraisal in the organization

H₁; There is statistical association between personal skills of the respondents and their opinion on the over all performance appraisal in the organization

Inference and Findings

A deep investigation of the above table reveals low level perception (52 per cent) on personal skills among respondents has not been influenced by performance appraisal system in the cement industry as high level perception on performance appraisal was reported by 59.5 per cent respondents. Since employees have clear picture about their work requirement from their part and they are not disturbed by the performance appraisal. High level of opinion (58.2%) for interpersonal skills has major influence by performance appraisal results similar to the highest level of perception (55.7%) on performance appraisal. Whenever the relationship evaluated positively, quite naturally the performance appraisal is accepted positively. 54.9% high response for decision making shows positive association of performance appraisal results which corresponds to the highest level of perception (62.4%) towards the performance appraisal system in Chettinad Cement Corporation Limited. High level opinion (59.3%) on technical skills exhibit specified influence of the performance appraisal results bearing the existence of high perception (53.9%) to the performance appraisal of this cement industry. Towards over all personal skills and performance appraisal systems, high opinion 59.3 % on the over all personal skills has been influenced by the performance appraisal results corresponding to the highest expectations (58.9%) on the performance appraisal systems of the cement industry. When the chi square test has been applied the results confirm that the table value is greater than the calculated value (.034<0.05), such that H₀ is rejected with the acceptance of H₃ (i.e) There is statistical association between the personal skills of the respondents and the over all performance appraisal results of the cement industry.

Table 4: Association between human factor of the respondents and their perception on the performance appraisal system

Sl.No	Dimensions of Human factor	Performance appraisal		Statistical inference
		Low (n=23)	High (n=27)	
1	Performance			X ² =2.814 Df=1 .093<0.05 Significant
	Low	13 (51%)	06 (41.5%)	
	High	10 (49%)	21 (58.5%)	
2	Job satisfaction			X ² =2.738 Df=1 .039<0.05 Significant
	Low	09 (41.8%)	12 (45.3%)	
	High	14 (58.2%)	15 (54.7%)	
3	Cooperation			X ² =2.958 Df=1 .028<0.05 Significant
	Low	11 (45.1%)	04 (39.6%)	
	High	12 (54.9%)	23 (60.4%)	
4.	Team work			X ² =2.803 Df=1 .093<0.05 Significant
	Low	13 (51%)	07 (40.4%)	
	High	10 (49%)	20 (57.6%)	
5.	Personal skills			X ² =2.694 Df=1 .023<0.05 Significant
	Low	08 (40.7%)	13 (46.1%)	
	High	15 (59.3%)	14 (53.9%)	
6.	Over all human factors			X ² =2.768 Df=1 .083<0.05 Significant
	Low	09 (41.8%)	13 (45.3%)	
	High	14 (58.2%)	14 (54.7%)	

Statistical test: Chi-square test

H₀; There is no statistical association between human factor of the respondents and their perception on the performance appraisal system

H₁; There is statistical association between human factor of the respondents and their perception on the performance appraisal system

Inference and Findings

Through the detailed analysis it is found that low level perception (51 per cent) on performance in Chettinad Cement Corporation Limited has not been influenced by performance appraisal system in the cement industry as high level perception on performance appraisal was reported by 58.5 per cent respondents. Since employees are self determined about their work and they are not disturbed by the performance appraisal. High level of regard (58.2%) for the work (satisfaction) has major influence by performance appraisal results similar to the highest level of perception (54.7%) on performance appraisal. Whenever the recognition for the work is established quite naturally the job satisfaction gets increased as expressed in this case. 54.9% high response for the positive association of performance appraisal results with the cooperation of the respondents as corresponds to the highest level of perception (60.4%) towards the performance appraisal system in Chettinad Cement Corporation Limited. Positive appreciation on the cooperative attitude will certainly fine tune the employees for the furtherance towards the cooperative in work form. Low level opinion (51%) on team work exhibit rare influence of the performance appraisal results inspite there exist high perception (57.6%) to the performance appraisal of this cement industry. Whenever the appraisal has ended in negative results to an activities, then further performance in that way will be hampered to some extent, in this case we see the team work is narrowed down. High level opinion (59.3%) on personal skills with major influence of performance appraisal of the cement industry in relation to the maximised perception (53.9) on the existing performance

appraisal systems of this industry. Certainly when the appraisal is taken in correct spirit then its results will be enhanced in personal skills. With regard to over all human factors and performance appraisal systems, high opinion 58.2 % on the over all human factor has been influenced by the performance appraisal results corresponding to the highest expectations (54.7%) on the performance appraisal systems of the cement industry. Certainly the results of the performance appraisal on the various dimensions of the human factors exhibits the positive enhancement. When the chi square test has been applied the results confirm that the table value is greater than the calculated value (.083<0.05), such that H_0 is rejected with the acceptance of H_4 (i.e) There is statistical association between the human factors of the respondents and the over all performance appraisal results of the cement industry.

CONCLUSION

Performance appraisal is a technique applied both in industries and service organisations to find out the real status of the employees. It helps the employees to be aware of their situations and encourages them to improve. Quite natural to see the influence as well as impact on the human factors at work. Hence it is really a challenging situation for the Human Resource Professional to carry out the process. This research study has recommended that the results of the appraisals ought to be motivational in nature and also has to explain the ways and means the final result had arrived. Certainly performance appraisals have due impact on the performance, satisfaction related to the job, personal skills of the employees and finally on cooperation and team work. This has to be taken on positive spirit for well being of the individual employee and their concern.

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