

**A STUDY ON EMPLOYEES PERFORMANCE APPRAISAL OF
LION DATES IMPEX (P) LIMITED, TRICHY**

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ABSTRACT

Job satisfaction and the appraisals refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their promotions and satisfaction. Administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employee's job satisfaction. It is therefore essential to understand the relationship between organizational performances, leadership behavior and job satisfaction of employees. Organizational performance has gained importance in the increasingly internationalized and globalized various business. The dynamics of various businesses have become more dependent than ever on the performance characteristics of service providing companies. It has become clear that sustained profitability and high financial returns are not enough to survive and remain successful in highly competitive markets because there is considerable evidence of conflicts and misunderstandings caused by performance differences. Consequently, firms need to understand their own and other firms organizational performance level and need to adjust their ways and traditions while conducting business with other dimensions of the companies, organizations or individuals with different cultural and job performance values.

Key Words: Beliefs, Conflicts, Job Performance, Job Satisfaction, Values.

INTRODUCTION OF THE STUDY

Performance appraisal is the process through which an individual employee's behavior and accomplishments for a fixed time period are measured and evaluated. It is a method of evaluating the behavior of employees in the work spot. Performance is always measured in terms of results. Under performance appraisal, we evaluate not only the performance of a worker, but also his potential for development. According to Flippo, "Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job".

REVIEW OF LITERATURE

J.-M. Membré (2014)¹ Performance criteria encompass critical limits, microbial criteria, process criteria, and product criteria. All of these criteria are connected to the microbial food safety management and in particular to the newly developed risk-based food safety management.

Critical limits are directly connected to hazard analysis critical control points (HACCP). Microbial criteria are associated with generic hazard management and with HACCP, as well as with food safety and performance objectives. Likewise, process criteria and product criteria, although described for a long time as control parameters in HACCP, have been redefined within the risk-based management framework as operational settings contributing to meeting a public health goal.

B. Kühne, (2014)² The various types of knowledge flows that are important in the various types of innovations are investigated using three case studies on networks in the Flemish food sector. Knowledge flows in networks are shown to depend on various types of ties, context-dependent variables, and the intermediation functions of the network, i.e. demand articulation, network formation and innovation process management.

H. Timmerman (2014)³ The lack of proper cleaning and disinfection procedures can cost plant operators a lot of money. The cost is directly related to several known parameters, such as water, labour, energy and chemicals. There are, however, many indirect and even hidden costs which can influence the cost and the economics of cleaning. There are many ways, without compromising food safety, that companies in the industry can make their cleaning processes more efficient, more cost effective and less damaging to the environment. The real cost of cleaning is a crucial part in the determination of the cost of non-quality, as part of the total cost of quality.

OBJECTIVES OF THE STUDY

Primary objective

The primary objective of the research is to study the employee performance appraisal of the LION DATES.

¹ J.-M. Membré (2014) - Encyclopedia of Food Microbiology (Second Edition), 2014, Pages 136–141

² B. Kühne, (2014) - Open Innovation in the Food and Beverage Industry, A volume in Woodhead Publishing Series in Food Science, Technology and Nutrition, 2013, Pages 189–211

³ H. Timmerman (2014) - Hygiene in Food Processing (Second Edition), Principles and Practice, '17 – Economics and management of hygiene in food plants' 2014, Pages 577–589

Secondary objectives

The study has identified the following secondary objectives:

1. To study the employee awareness of existing performance appraisal system.
2. To find out the effectiveness of current performance appraisal system.

SCOPE OF THE STUDY

The present research study has a very wide scope. It covers various aspects which is useful in several ways.

- ❖ The project work entitled “The study of Performance Appraisal in Lion dates covers various levels of employees in the organization.
- ❖ The scope of the study is very wide since appraisal of the performance of various employees has greater impact over the growth of the industry.
- ❖ It is to find out the opinion of respondents regarding performance appraisal system in the organization.
- ❖ From the opinion of the employees, the study would provide an attempt to monitor the changes in the performance appraisal system and suggest some suitable ways to improve the quality of the organization in order to increase its productivity.
- ❖ To study the benefits of performance appraisal system to the concern.
- ❖ It helps to improve the quality of employees as well as the concern.

LIMITATIONS OF THE STUDY

- ❖ Due to time constraint, the researcher has covered only a sample of 110.
- ❖ Employees are hesitate to express their problems about the appraisal system as they feel that performance appraisal system is a management issue and is not ready to give opinion against management is the biggest limitation for the study.
- ❖ Most of the employees are overload with work and don't find time to spend in filling up the questionnaire.
- ❖ Due to lack of time interview schedules could not be used to collect data.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem by applying various research techniques along with the logic behind problem.

1. RESEARCH DESIGN

The project study is both descriptive and analytical in nature. Research design is the specification of methods and procedures for acquiring the information needed. It is an overall operational pattern (or) framework of the project that stipulates what information is to be collected from which source and by what procedures.

2. DATA COLLECTION METHOD

i) Primary data

Primary data has been the data originated by the researcher for the specific purpose of addressing the research problem. A questionnaire was used to obtain the information from the respondent.

ii) Secondary data

The books were referred to obtain related theoretical concepts.

3. SAMPLE SIZE

A total of 100 samples have been selected for the study.

4. SAMPLING TECHNIQUE

As for sampling design, the researcher relied on 'Convenience Sampling' method for data collection.

5. TOOL FOR ANALYSIS

1. Simple percentage methods are used for analysis.
2. Chi square,
3. weighted average

DATA ANALYSIS AND INTERPRETATION

TABLE 1
RESPONDENTS ACCORDING TO THEIR AGE

AGE	RESPONDENTS	PERCENTAGE
20-25	27	25%
25-30	33	30%
30-35	18	16%
35-40	15	14%
Above 40	16	15%
Total	110	100%

It is evident from the above table that 25% of the respondents are in the age group of 20-25, 30% of the respondents are in the age group of above 25-30, 16% of the respondents are in the age group of 30-35, 14% of the respondents are in the age group of 35-40 and 15% of the respondents are in the age group of above 40. Majority 30% of the respondents are in the age group of above 25-30.

TABLE – 2
GENDER WISE DISTRIBUTION OF RESPONDENTS

Gender	Respondents	Percentage
Male	57	52%
Female	53	48%
Total	110	100%

The above table indicates that 52% of them are male respondents and 48% of them are female respondents. Majority 52% of them are male respondents in gender.

TABLE – 3
RESPONDENTS ACCORDING TO THEIR MARITAL STATUS

MARITAL STATUS	RESPONDENTS	PERCENTAGE
Married	108	98%
Unmarried	2	2%
Total	110	100%

The above table clearly indicates that 98% of the respondents get married and only 2% of them are unmarried. Majority 98% of the respondents get married in marital status.

TABLE – 4
RESPONDENTS ACCORDING TO THEIR EDUCATIONAL QUALIFICATION

QUALIFICATIONS	RESPONDENTS	PERCENTAGE
SSLC	26	24%
Diploma	9	8%
Degree	37	34%
Post Graduate	35	32%

Above PG	2	2%
Total	110	100%

The above tables clearly show that 24% of them have completed SSLC, 8% of them are diploma holders, 34% of respondents are undergraduate, 32% of them are post graduate, and only 2% of them are in the above PG category. Majority 34% of respondents are undergraduate in educational qualification.

TABLE – 5
RESPONDENTS ACCORDING TO THEIR EXPERIENCE

EXPERIENCE	RESPONDENTS	PERCENTAGE
Fresher	4	4%
0-5 years	2	2%
6-10 years	4	4%
11-15 years	13	12%
16 -20 years	22	20%
Above 20 years	64	58%
Total	110	100%

The above table clearly shows that nearly 4% of the respondents are Fresher, 2% of the respondents lie between 0-5 years of experience, 4% lie between 6-10 years of experience, 12% of them between 11-15 years of experience, 20% of them have 16-20 years of experience and 58% of the respondents have more than 20 years of experience. Majority 58% of the respondents have more than 20 years of experience in experience.

TABLE - 6
RESPONDENTS ACCORDING TO THEIR INCOME

INCOME	RESPONDENTS	PERCENTAGE
Below Rs.5000	7	6%
Rs.5000-Rs.10000	33	30%
Rs.10000-Rs.15000	29	26%
Above Rs.15000	41	38%
Total	110	100%

It is evident from the table that 6% of the respondents are getting below Rs.5000, 30% of them are getting Rs.5000-Rs.10000, 26% of them are getting Rs.10000-Rs.15000, and 38% of the respondents are getting income of above Rs.15000. Majority 38% of the respondents are getting income of above Rs.15000.

TABLE – 7
FREQUENCY OF THE PRESENT APPRAISAL SYSTEM

FREQUENCY	RESPONDENTS	PERCENTAGE
Weekly	1	1%
Monthly	9	8%
Quarterly	13	12%
Annually	87	79%
Total	110	100%

The above table clearly shows 1% of the respondents that the present appraisal system is Weekly, 8% of the respondents expressed that present appraisal system is done at monthly, 12% of the respondents responded that the present appraisal system is done at quarterly, 80% of the respondents expressed that the present appraisal is done at annually. Majority 80% of the respondents expressed that the present appraisal is done at annually.

TABLE – 8
OPINION ON PERFORMS THE APPRAISAL

APPRAISED BY	RESPONDENTS	PERCENTAGE
Department Head	33	30%
Unit Head	26	24%
Personal Department	24	22%
Self-appraisal	26	24%
Performance appraisal committee	-	-
Total	110	100%

The above table clearly shows that 30% of the respondents expressed that performance appraisal is done by their department head, 24% of the respondents says the performance appraisal is done by unit head, 22% of the respondents says the appraisal is done by the personal department

and 24% of the respondents says the appraisal is done by them. Majority 30% of the respondents expressed that performance appraisal is done by their department head.

TABLE – 9
OPINION REGARDING MODE OF APPRECIATION METHOD USED BY THE COMPANY

APPRECIATION	RESPONDENTS	PERCENTAGE
Appreciation	44	40%
Meeting	33	30%
Through Circular	22	20%
Award & Prizes	11	10%
Total	110	100%

In the above tabulation it is evident that nearly 40% of the respondents get appreciated Appreciation, 30% of the respondents get appreciated through meeting, 20% of the respondents are appreciated through circular and 10% of the respondents are appreciated by receiving awards and prizes. Majority 40% of the respondents get appreciated Appreciation method used by the company.

TABLE – 10
REGARDING MANAGEMENT SHOWS INTEREST IN PERFORMANCE APPRAISAL

PERFORMANCE	RESPONDENTS	PERCENTAGE
Strongly agree	60	56%
Agree	18	16%
Neither Agree (nor) Disagree	23	21%
Disagree	6	5%
Strongly Disagree	3	3
Total	110	100%

It is evident from the above table that 60% of the respondents strongly agree, 16% of the respondents agree, 21% of the respondents Neither Agree (nor) Disagree, 5% of the respondents disagree, 3% of the respondents are strongly disagree at the interest of management

in performance appraisal. Majority 56% of the respondents strongly agree interest of management in performance appraisal.

TABLE – 11
OUTCOMES OF PERFORMANCE APPRAISAL

OUTCOMES	RESPONDENTS	PERCENTAGE
Probation Declaration	18	16%
Promotion	66	60%
Confirmation	9	8%
Training	17	16%
Total	110	100%

The above table indicates that 16% of the respondents responded the outcome as probation declaration, 60% of the respondents responded the outcome of performance appraisal as promotion, 8% of the respondents responded the outcome of performance appraisal as confirmation and 16% of the respondents responded the outcome of performance appraisal as training. Majority 60% of the respondents responded the outcome of performance appraisal as promotion.

TABLE – 12
CORRECTIVE MEASURES TAKEN ON PERFORMANCE APPRAISAL

CORRECTIVE MEASURES	RESPONDENTS	PERCENTAGE
Immediately	33	30%
Whenever necessary	53	48%
Rarely	17	16%
Never	7	6%
Total	110	100%

The above table indicates that nearly 30% of respondents stated that the corrective action will be taken immediately, 48% of respondents stated that the corrective action taken after the performance appraisal is done whenever necessary, 16% of respondents stated that the corrective action is taken rarely and 6% of the respondents stated that the corrective action is never taken. Majority 48% of respondents stated that the corrective action taken after the performance appraisal is done whenever necessary.

TABLE – 13
SATISFACTION REGARDING THE PRESENT APPRAISAL SYSTEM

SATISFACTION LEVEL	RESPONDENTS	PERCENTAGE
Highly Satisfied	58	53%
Satisfied	24	22%
Neutral	19	17%
Dissatisfied	7	6%
Highly dissatisfied	2	2%
Total	110	100%

The above table indicates that nearly 53% of the respondents are highly satisfied with the satisfaction level of the present appraisal system, 22% of the respondents are satisfied with the satisfaction level of the present appraisal system, 17% of respondents are them Neutral, 6% of the respondents are dissatisfied with the satisfaction level of the present appraisal system, the 2% of the respondents are highly dissatisfied with the satisfaction level of the present appraisal system. Majority 53% of the respondents are highly satisfied with the satisfaction level of the present appraisal system.

TABLE – 14
PROBLEMS IN PRESENT APPRAISAL SYSTEM

PROBLEMS	RESPONDENTS	PERCENTAGE
Understanding	20	18%
criteria is vague	38	35%
Personal prejudices	38	35%
Others	13	12%
Total	110	100%

It can be observed from the table that 18% of the respondents accept that the problems in present appraisal system is understanding, 35% of them says of criteria is vague in the present appraisal system, 35% the respondents accept that the problems in present appraisal system is personal prejudices and 12% of respondent said that the problem is others. Majority 35% the respondents accept that the problems in present appraisal system are personal prejudices.

TABLE – 15
FACTORS THAT REQUIRE MEASURING APPRECIATION

Factors required	Respondents	Percentage
Better performance	40	36%
Timely work	26	24%
Regular attitude	22	20%
Relations with others	22	20%
Total	110	100%

The above table clearly shows that 36% of the respondents responded that the better performance is one of the important tool and 24% of respondents responded that timely work has to be appreciated. Both regular attitude and good relations with others secured 20% in measuring the appreciation. Majority 36% of the respondents responded that the better performance is one of the important tools.

TABLE – 16
OPINION REGARDING PERFORMANCE APPRAISAL IS EFFECTIVE IN
INCREASING THE PRODUCTIVITY

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	20	18%
Agree	18	16%
Neither Agree (nor) Disagree	60	55%
Disagree	8	7%
Strongly disagree	4	4%
Total	110	100%

The above table indicates that nearly 18% of respondents them strongly agree to this opinion, 16% of respondents them agree to the above statement, 55% of the respondents neither agree (nor) disagree that performance appraisal is effective in increasing the productivity and the remaining 7% of the respondents disagree to this opinion, 4% of the respondents are strongly disagree. Majority 55% of the respondents neither agree (nor) disagree that performance appraisal is effective in increasing the productivity.

TABLE – 17
OPINION REGARDING PERFORMANCE APPRAISAL HELP TO
REALIZE STRENGTH & WEAKNESS OF THE JOB

Opinion	Respondents	Percentage
Strongly agree	19	17%
Agree	25	23%
Neither Agree (nor) Disagree	50	45%
Disagree	11	10%
Strongly disagree	5	5%
Total	110	100%

It is evident from the table above that 17% of the respondents strongly agree to this opinion, 23% of them agree to this opinion, 45% of the respondents Neither Agree (nor) Disagree that performance appraisal help them to realize their strength and weakness of the job and 10% of the respondents have disagree to this statement, and 5% of the respondents are strongly disagree to this statements. Majority 45% of the respondents Neither Agree (nor) Disagree that performance appraisal help them to realize their strength and weakness of the job.

TABLE – 18
PERFORMANCE APPRAISAL SYSTEM HELP FOR THE FUTURE GROWTH

System Help	Respondents	Percentage
Strongly agree	19	17%
Agree	50	45%
Neither Agree (nor) Disagree	25	23%
Disagree	11	10%
Strongly disagree	5	5%
Total	110	100%

It is evident from the table above that 17% of the respondents strongly agree to this opinion, 45% of them agree to this opinion, 23% of the respondents Neither Agree (nor) Disagree that performance appraisal system help and 10% of the respondents have disagree, and 5% of the

respondents are strongly disagree to this statements. Majority 45% of the respondents agree that performance appraisal system for the help for the further growth.

TABLE – 19

APPRAISAL PROGRAM IS ANY TRAINING PROGRAM CONDUCTED

Training program	Respondents	Percentage
Yes	78	71%
No	32	29%
Total	110	100%

It is evident from the table above that training program conducted by 78% of the respondents are that training program conducted, and 29% of the respondents are that training program conducted. Majority 78% of the respondents are that training program conducted.

TABLE – 20

IMPROVED YOURSELF AFTER GETTING INFORMATION FROM THE PERFORMANCE APPRAISAL

Training program	Respondents	Percentage
Yes	59	54%
No	51	46%
Total	110	100%

It is evident from the table above that information from the performance appraisal 54% of the respondents are that information from the performance appraisal, and 46% of the respondents are information from the performance appraisal. Majority 54% of the respondents are that information from the performance appraisal.

TABLE – 21

THINK THE APPRAISAL SYSTEM IS TRANSPARENT

Transparent	Respondents	Percentage
Strongly agree	22	20%
Agree	40	36%
Neither Agree (nor) Disagree	25	23%
Disagree	12	11%
Strongly disagree	11	10%
Total	110	100%

It is evident from the table above that 20% of the respondents strongly agree to this opinion, 36% of them agree to this appraisal transparent, 23% of the respondents Neither Agree (nor) Disagree that performance appraisal transparent and 11% of the respondents have disagree, and 10% of the respondents are strongly disagree to this statements. Majority 36% of the respondents agree that performance appraisal transparent.

TABLE – 22

NEED ANY CHANGES IN PERFORMANCE APPARAISAL METHOD

Method	Respondents	Percentage
Yes	88	80%
No	22	20%
Total	110	100%

It is evident from the table above that information from the performance appraisal method, 80% of the respondents are that information from the performance appraisal method, and 20% of the respondents are information from the performance appraisal method. Majority 80% of the respondents are that information from the performance appraisal methods.

TESTING OF HYPOTHESIS

TABLE 2.23 CHI-SQUARE INCOME WISE

The table shows the analysis of the relationship between income and performance appraisal effective in increasing the productivity.

Income/ increase productivity	Strongly agree	Quit agree	Agree	Disagree	Total
Below Rs. 5,000	1	1	4	1	7
Rs 5,000 – Rs 10,000	6	6	19	2	33
Rs.10,000 – Rs.15,000	5	4	18	2	29
Above Rs 15,000	8	7	24	3	42
Total	20	18	64	8	110

NULL HYPOTHESIS

Ho: There is no significance relationship between income and performance appraisal effective in increasing the productivity.

ALTERNATIVE HYPOTHESIS

H₁: There is a significance relationship between income and performance appraisal effective in increasing the productivity.

Particular	Observed Frequency	Expected Frequency	(O-E) ²	(O-E) ² /E
R ₁ C ₁	1	1.27	0.073	0.057
R ₁ C ₂	1	1.15	0.023	0.019
R ₁ C ₃	4	4.07	0.004	0.001
R ₁ C ₄	1	0.51	0.240	0.471
R ₂ C ₁	6	6	0	0
R ₂ C ₂	6	5.4	0.36	0.067
R ₂ C ₃	19	19.2	0.04	0.002
R ₂ C ₄	2	2.4	0.16	0.067
R ₃ C ₁	5	5.27	0.073	0.014
R ₃ C ₂	4	4.75	0.563	0.118
R ₃ C ₃	18	18.56	0.314	0.017
R ₃ C ₄	2	2.11	0.012	0.006
R ₄ C ₁	8	7.64	0.129	0.017
R ₄ C ₂	7	6.87	0.017	0.002
R ₄ C ₃	24	24.44	0.194	0.008
R ₄ C ₄	3	3.05	0.002	0.000
Calculated value				0.866

Degree of freedom : (r-1) (c-1)

$$(4-1) (4-1)$$

9

Level of Significance : 5%

Table value : 16.919

Calculated value : 0.866

RESULT

Since the calculated value is less than the table value. So we accept the null hypothesis. There is no relationship between income and performance appraisal effective in increasing the productivity.

CORRELATION

1. The table shows that the relationship between present appraisal system and method of appreciation.

X (Present appraisal system)	Y (Method of appreciation)	X ²	Y ²	XY
0	44	0	1936	0
9	33	81	1089	297
13	22	169	484	286
88	11	7744	121	968
$\sum X = 110$	$\sum Y = 110$	$\sum X^2 = 7994$	$\sum Y^2 = 3630$	$\sum XY = 1551$

$$r = \frac{\sum XY}{\sqrt{(\sum X^2)(\sum Y^2)}}$$

$$r = \frac{1551}{\sqrt{(7994)(3630)}}$$

$$r = \frac{1551}{5387}$$

$$r = 0.29$$

This is a positive correlation. There are relationships between present appraisal system and method of appreciation.

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