A STUDY ON PERFORMANCE APPRAISAL PRACTICES IN NUANCE TECHNOLOGY TO ERODE

M. Suryakumar[1], S.Meghalatha[2]

[1]*Final Year MBA Student, Department of Management Studies, Paavai Engineering College (Autonomous), Pachal, Namakkal, Tamil Nadu. Email ID: mvsurya200@gmail.com*

[2]*Assistant Professor, Department of Management Studies, Paavai Engineering College (Autonomous), Pachal, Namakkal, Tamil Nadu*

Abstract—*Employee Performance is an important challenge faced by industries in world wide. Many research studies has shown that there is enormous requirement for trained professionals across global, which has resulted in leaving the organization in search of greener territory. Organizations in today's context don't want to drop their employee due to changing economy, growing rivalry and dearth of capable employee as this would in turn affect their bottom lines significantly. So it had shaped the necessity for crafting valuable Performance Appraisal plan. The present study therefore aims at examining the Frequency responsible for employees leaving the organization.*

INTRODUCTION

The main objective of the study is to find out employee Performance Appraisal and opinion of employees about employee Performance Appraisal policies of the organization.

The term ―employee Performance Appraisal‖ first began to appear with regularity on the business scene in the 1970s and early '1980s. Until then, during the early and mid-1900s, the essence of the relationship between employer and employee had been (by and large) a statement of the status quo: You come work for me, do a good job, and, so long as economic conditions allow, I will continue to employ you.

It was not unusual for people who entered the job market as late as the 1950s and 1960s to remain with one employer for a very long time—sometimes for the duration of their working life. If they changed jobs, it was usually a major career and life decision, and someone who made many and frequent job changes was seen as somewhat out of the ordinary. As a natural result of this ―status quo‖ employer-employee relationship, an employee leaving his or her job voluntarily was seen as an aberration, something that shouldn't really have happened. After all, the essence of ―status quo‖ is just that little or nothing should change in the relationship.

STATEMENT OF THE PROBLEM

With the world passing through a tunnel of economic crisis and uncertainty, the employment relationship is also subjected to changes that have implications for attracting, motivating and retaining talented employees who have proficiencies that are necessary for organizational survival. Huge amount is being spent on hiring and training the new recruits and hence cost of employee turnover adds a lot of constraints, agony and avoidable expenditure to the organization. Performance Appraisal management appears to be the most overlooked Frequecy in growth-oriented firms besides organizational culture and that the Performance Appraisal of key employees is the biggest problem faced by the entrepreneurial companies. New paradigm companies recognize that an important element of business administration systems is the necessity to officiously encourage and retain high aptitude workforce, who endure organizational restructuring, downsizing consolidation, reorganizing or re- engineering initiatives.

The loss of needed talent is costly because of the subsequent proffering up of market wages for experienced hires to replace them, the costs of recruiting and assimilating new talent; the lost investment in talent development and the hidden costs of lost productivity; lost sales opportunities; and strained customer relationship.

Employee turnover often results in a drain on management time and creates pressures in workforce planning; intangible costs which include negative impact on culture or employee morale; adverse effect on social capital; erosion of organizational memory. Employee Performance Appraisal involves taking measures to encourage employees to remain in the organization for the maximum period of years. When attrition rates are brought down, the goodwill of the organization goes up.

OBJECTIVES OF THE STUDY

- To present an overview on employee employment system in Food Industry

- To study and emphasize the need of employee employment system in Food Industry

- To find out the advantages of employee employment system in Food Industry

- To diagnose and determine various reasons for attrition of women workers, as perceived by technical and non technical cadres of respondents, and

- To put forth various human resource initiatives to control attrition among women workers in Food Industry .

SCOPE OF THE STUDY

- It helps to understand how employee Performance Appraisal system works.

- It gives the valuable suggestions to improve the appraisal system.

- It helps to find the need for change in the employee Performance Appraisal.

- The study is undertaken to analyze the effect of implementation of employee Performance Appraisal.

- The study helps to know about the training methods.

- The study helps know about the retain process.

- The study focuses on the employees to know their current position and make arrangements for further development in the organization.

- To analyze the satisfaction level of employees in the organization.

- To find the support of workers.

RESEARCH METHDOLOGY

RESEARCH METHODS

RESEARCH FRAMEWORK

The literature review identifies that employer branding should be an integrated process within an organization that results in positive outcomes which contribute towards the Performance Appraisal of employees. Based on this, a conceptual framework has been devised by the researcher to indicate the influence that employer branding has on employee Performance Appraisal within a firm setup. This is displayed in Figure1.

The proposed conceptual framework is based on an in-depth analysis of the literature review which indicates that organizations should initially focus on rewards and motivation levels (e.g., induction, training, rewards, benefits, career progression), and these create a clear vision of their offerings as an employer which is then communicated to the employees motivation.

The major headings under which the questions were framed are Organizational policies, Employee role in Organization, Career Plan & Development, Goal setting, Personal Counseling and Grievance handling.

This individual data comprised the subgroups that represent the basis for the analysis. Finally, the respondents had the opportunity to write down additional information about their job that could be helpful in understanding that job.

SAMPLING METHOD

The sampling method for this research is stratified random sampling. Employer branding is basically the perception of employees- current and prospective about the brand image of the organization, thereby people interviewed were the employees positioned in each level of hierarchy of the company. Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. Each department is considered as strata. In each stratum, data from employees are collected using simple random sampling.

i.	Research design	:	Descriptive Research
ii.	Method of sampling	:	Stratified random sampling.
iii.	Target population	:	top and middle level employees
iv.	Sampling unit	:	Individual Employee
v.	Sample size	:	308
vi.	Data collection method	:	Primary data
vii.	Instrument for data collection:		Questionnaire
viii.	Statistical Analysis	:	SPSS

DATA COLLECTION METHOD

In this study both quantitative as well as qualitative methods (triangulation) were used to collect data. The use of questionnaire provided predominantly quantitative data and to some extent qualitative data was provided. Furthermore, personal interviews provided qualitative data to the study. This qualitative data was used to shed some light on the quantitative data. This enabled an in depth study of the research problem.

QUESTIONNAIRE AND DEVELOPMENT

The primary advantage of questionnaires is the opportunity to reach higher number of respondents. Moreover, there is no interviewer bias and the costs are relatively low. In addition, respondents may be more willing   to provide information about certain issues, have time to answer questions, and may answer the questions at times that are convenient (Bickman and Rog, 1998). On the other hand, it may consume a lot of time when waiting for answers, nonresponsive rates may be high, existing bias due to non- response, especially where response is slow, and certain types of questions cannot be asked (Douglas and Craig, 1983). Furthermore, misinterpretations and misrepresentations are common with questionnaires. However, provided that the survey is carried out properly, the results are, according to McNeill (1985), reliable and represent a wider population than that directly investigated. Moreover, the received data can be easily used in a statistical form, which makes comparisons between different groups possible.

PROBLEM DESCRIPTION

India is the second largest growing economy in the world. The IT industry in India is the second largest industry of the country after agriculture. IT accounts for nearly 65% of the total investment in Infrastructure and is expected to be the biggest beneficiary in infrastructure investment over the next five years. The investment in IT accounts for nearly 11 percent of India's Gross Domestic Product (GDP) and nearly 50 percent of its Gross Fixed Capital Formation (GFCF). This sector is set to grow at a 15 percent growth rate.

In the IT industry, there is a huge manpower requirement for timely execution of various projects undertaken. But the availability of work force is very less. Further, the number of people taking IT as their profession is also diminishing year after year.

CROSSTAB BETWEEN PERFORMANCE APPRAISAL AND EXPERIENCE IN THE PRESENT ORGANIZATION

Experience in the present organization		Q-10			Total
		Less than 3 - S	3-5 yrs -M	Above 5 yrs -W	
Achievers	Count	110	100	97	307
	% within Performance	35.8%	32.6%	31.6%	100.0%
Poor performer	Count	18	0	12	30
	% within Performance	60.0%	0.0%	40.0%	100.0%
Fair performer	Count	66	35	14	115
	% within Performance	57.4%	30.4%	12.2%	100.0%
Total	Count	194	135	123	452
	% within Performance	42.9%	29.9%	27.2%	100.0%

Source: Computed data

This analysis finds out the association between employees work experience in the present organization and their attitude towards performance appraisal. Experience of employees in the present organization plays a vital role in determining their performance appraisal. From the above table it is found that 35.8%, 60.0% and 57.4% of achievers, poor performer and fair performer employee experience in the present organization is below three years, 32.6% and 30.4% of achievers and fair performer employees experience is from three to five years, 31.6%, 40.0% and 12.2% of achievers, poor performer and fair performer employees have more than five years of experiences.

CHI-SQUARE TESTS FOR PERFORMANCE APPRAISAL AND EXPERIENCE IN THE PRESENT ORGANIZATION

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.498[a]	4	.000
Likelihood Ratio	45.055	4	.000
Linear-by-Linear Association	20.717	1	.000
N of Valid Cases	452		

Source: Computed data

From the above table it is found that (χ^2=.000) there is a deep association between performance appraisal and years of experience in the present organization. It can be concluded that the experience of IT employees in the present organization plays a significant role in evaluating their performance.

ASSOCIATION BETWEEN PERFORMANCE APPRAISAL AND EMPLOYEES EXPERIENCE

The three clusters of performance appraisal and their association over total experience of employees is clearly presented in the table below.

CROSSTAB BETWEEN PERFORMANCE APPRAISAL AND EMPLOYEES EXPERIENCE

Total years of experience		Q-11			Total
		Less than three yrs - M	3-5 yrs -W	Above 5 yrs - S	
Achievers	Count	69	43	195	307
	% within Performance	22.5%	14.0%	63.5%	100.0%
Poor performer	Count	14	0	16	30
	% within Performance	46.7%	0.0%	53.3%	100.0%
Fair performer	Count	48	27	40	115
	% within Performance	41.7%	23.5%	34.8%	100.0%
Total	Count	131	70	251	452
	% within Performance	29.0%	15.5%	55.5%	100.0%

Source: Computed data

It is inferred that total experience of an employee is an important parameter in the process of performance appraisal. Employees with less than 3 yrs, 3-5 years and above 5 years of experience are taken as the respondents. From the above table it is found that 22.5%, 46.7% and 41.7% of achievers, poor performer and fair performer employee total experience is below three years, 14.0% and 23.5% achievers and fair performer employees experience is from three to five years, 63.5%, 53.3% and 34.8% achievers, poor performer and fair performer employees have more than five years of experiences.

CHI-SQUARE TESTS FOR PERFORMANCE APPRAISAL AND EMPLOYEES EXPERIENCE

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.470[a]	4	.000
Likelihood Ratio	40.787	4	.000
Linear-by-Linear Association	26.081	1	.000
N of Valid Cases	452		

Source: Computed data

From the above table it is found that (χ^2=.000) there is a deep association between performance appraisal and total years of experience of the employees. The result shows that chi-square statistics are less than 5% which indicate that the employees who attended less than 10 training programs shows a significant attitude towards performance appraisal.

FINDINGS

Two factors were identified by grouping the variables of Performance appraisal on the basis of factor analysis

• Evaluation process

• Self development

These two factors individually influence the respondents towards training and development. Evaluation processsis an important feature of the performance appraisal process, it builds long lasting relationship and trust between the employee and the management. Self development enables the IT employees to achieve their career objectives. The employees are able to identify, assess and develop their own skill sets.

Association between Performance Appraisal and Various Demographic Factors

It is found that there is association between gender and performance appraisal that help the organization to show a greater employee performance where majority of male employees 65.2% perceived the same. In the present study it is found that 80% of fair performer employees in the age group below 30 years show dissatisfaction toward performance appraisal. It is found that majority of workhorses 76.5% unmarried employees shows a significant relationship between performance appraisal and their marital status. Nearly 56.7% poor performance employees with less than three dependent opined that performance appraisal showed a moderate effect toward self development.

In the present study it is found that there is an association between performance appraisal and organizational development. 56.7% poor performance employees' degree holder agreed that performance appraisal has a greater impact on employee productivity. Where 24.8% achiever are system analyst who used their skills to enhance performance and identify their hidden potentials. It is found that 73.3% poor performer monthly income less than 30000 shows a greater association between performance appraisal and training and development program. It is found that 57.4% of fair performer employees with less than three years of experience in the present organization have a deep association on employee performance. It is observed that 63.5% achiever employees experience more than five years have more effect on performance of employees in the IT sector. Moreover an association has found between level of self assessment and employee performance. It is found that 62.2% of achiever who attended with less than ten training program has a greater association between performance appraisal and its impact on training and development.

SUGGESTIONS

• Most of the male employees in IT companies are responding positively for the training programs which implies that females' employees should be motivated and given proper training.

• Specialized training module should be given for employees in the age group of less than 50 years.

• Employees with high education level, senior level position of middle and senior age groups and those having high salaries should be motivated more to undergo training programs.

• The employees who have attended less than 10 training programs should be encouraged to go for additional training program.

• The findings of this study indicate that employees in software industry in Chennai should be more focused in enhancing their skill sets. The software companies must take serious efforts to improve the factors for which the respondents have expressed a moderate level of satisfaction.

• Majority of the employees have shown a positive response to online training programs that are delivered as webinars and hence the employees should be given suggestions about the other types of online training programs.

• Specialized customer interaction training should be given for all employees that are interacting with the customers.

• There were 13% of static employees in our study group which mean that these employees should be motivated by creating conducive environment which will help them to be more focused and participative.

• The training and development process should result in the overall development of the employee not only in the short term but also in the long term as well.

- Training should help the employees to solve the root cause of performance related problems. Training need assessments should be done before designing training programs.

- There should be proper rewards and incentives attached to training programs. This will encourage the trainees to take training seriously and positively.

- Software companies should provide performance feedback to the employees thus continuously improvising the training and development program.

- Special training can be given to employees on inter-personal relations and team building. Good interpersonal relations enhance the co-ordination between the employees as well as with the training and development programs.

CONCLUSION

Training and development programs play a vital role in the long term development and profitability of any organization. This crucial program improves overall employee performance at workplace, increases their work outputs, updates their Knowledge and enhances their personal skill. It enables the employees to demonstrate their superior performance outputs when evaluated by a performance appraisal system. An effective training and development contributes towards growth and development of

organization. Software companies need well-trained and experienced employees to perform variety of task that help an organization to achieve its objectives. The study concluded that training and development of IT companies are aimed at improving work skills, leadership skills, communication skills, creative skills, analytical skills, knowledge acquisition, business skills, customer acquisition skills, quality of work life, Performance Appraisal, job efficiency, change in behavior, feedback, measurable results and job productivity.

The results of the analysis of performance appraisal of employees highlighted that twelve variables of performance appraisal have a positive association between all the factors of training and development. The empirical analysis also concludes that performance appraisal in IT companies are perfectly justified and consented by the employees themselves. There is no perceptual difference among the employees in evaluating their performance in their organization.

The study focuses on the perception of employees on training and development and their association on performance appraisal. With respect to demographic profiles, there is a significant association between employees and attitude towards training program. The training programs and performance appraisal system enables the management to efficiently evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations and welfare facilities. These training programs also help the managers in succession planning, employee Performance Appraisal and motivation. It creates an efficient and effective workforce in the organization.

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