

A STUDY ON EMPLOYEE PERFORMANCE APPRAISAL TOWARDS EMES TEXTILES PVT. LTD WITH REFERENCE TO ERODE

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Abstract—A performance appraisal is known by other terms like employee appraisal, performance review. It is a method by which the job performance of an employee is measured in terms of quality, quantity, cost, behaviour and time. It is conducted by self, peers, seniors and juniors. But generally in formal method it is conducted by the immediate manager or supervisor under whom the person is directly working. A performance appraisal is a part of measuring, comparing, finding, guiding, correcting and managing career development of the employees. It is the process of gathering, recording and critically analysing information about the relative importance of employees to the organisation. Performance appraisal is study of present achievement, failures, personal strengths and weakness, suitability for incentives, rewards and recognition, increased pay scale, promotion or further training. Finally it shows the suitability of the person at present job to the organisation. This study has been done to analyse the concept of performance appraisal, its objectives and process to carry out the performance appraisal. The study will be helpful for the HR people to have a better understanding of the concept and the effective method to conduct it.

INTRODUCTION

Performance appraisal is the process of making an assessment of the performance and progress of the employees of an organisation. Once an employee has been inducted into the organisation and given the necessary training, the next step is to assess his performance periodically. Such an assessment would indicate whether he is efficient or not. Performance appraisal is also known as 'merit rating' or 'efficiency rating'.

INDUSTRY PROFILE

The history of textile market using natural fibres is ancient. Starting from 500 AD the pages of textile history have grown richer. With inventions and technical advancements to reach where it stands today. Silk culture was introduced in India in times as ancient as 400 AD, while reports of spinning of cotton date of Hemp, know perhaps as the oldest fiber plant that originated in south-east Asia, and spreads to china, dates back to 4500 BC.

We have heard of the traditional manufacture of silk in the Chinese culture. The art of spinning linen and weaving was not unfamiliar to the Egyptians. It was 3400 BC that Egypt had developed the art and was running it successfully.

As a competition always creates a better market, the competitive threat from synthetic fibres resulted in in-depth research to develop new and improved sources of natural fibre with greater yields. It further improved the production and processing methods and modification of fibre yarn or fabric properties. New fibre plants sprung up and its usage was extensively explored by products.

REVIEW OF LITERATURE

Fey .F.C., Jakoushev. M.S., Park.H.J., and Bjorkmam (2007) noted that a large body of research has documented that the way in which a firm's human resources are managed is important for its competitiveness. This is especially important since it has been asserted that collectively a firm's employees can provide one of the most important sources of competitive advantages. Hence it is vital that whatever tool is adopted to appraise their performance, the bottom-line should be to help enhance their performance.

It is worthy to note that performance management is an important process that provides the basis for improving and developing performance and is part of the reward system in its most general sense. It must be clarified that for the purpose of conducting review of relevant literature on the topic, the researchers were obliged to browse through internet and to find relevant material.

Winardi (2009) argues that conversely, grouping of the respondents by location showed no marked differences in ability performance whereas respondents differed in motivation performance, technical\functional competencies and managerial competencies-interpersonal, analytical and emotional. The crux of research findings portrayed demoralization of employees was basically caused by favouritism, subjectiveness, low ratings, comparison among peers which lead to dissatisfaction. Employees are ranked under forced level ranking, unquantifiable objectiveness, irrelevant scales, and inflexibility in decision making. Performance appraisal does not recognize career growth, promotion and monetary value, routine process, difficulty to choose among alternatives and inflexibility in decision-making after the problems faced by its users. The research study concluded that performance appraisal criteria which relates with ability performance and motivation performance are the key determinants for measuring the productivity results of employees.

Fey .F.C., jakoushev. M.S., park.H.J., and Bjorkman (2007), “ Opening the black box of the relationship between HRM (Human Resource Management) practices and firm performance”: A comparison of U.S.A, Finland and Russia

Burns (2003) in a different study attempted to assess employee’s satisfaction with regard to performance appraisal system and to ensure perceptions of fairness to the main ingredients of the system. Her results showed that employees overall reactions to the performance appraisal system were favourable demonstrating that the system possessed the potential as a viable management tool for use.

STATEMENT OF THE PROBLEM

Much of literature dealing with the Human Resource Management and its issues recognize the importance of performance appraisal system which occurs in the organisation. All organisation faces the problem of directing the energies of their staff to the task of achieving business goals and objectives. In doing so, organisation need to devise means to influence and channel the behaviors’ of their employees so as to optimize their contributions. Performance appraisals constitute one of the major management tools employed in this process.

The continuous evolution of organisation towards the change creates a great impact in the life of the business still, the business leaders are relying on the capacity of the people and their performance towards their job and roles in the organisation. Whether a profitable or non- profitable organisation, the people has been essential resources in the organisation. Various strategies had been effectively used for the employee according to their different needs and areas that needs to sustain.

However, there is a little attention given in enhancing the employee performance appraisal system. The present study was under taken to clarify certain questions related to the care phase of performance appraisal through regular assessment of progress toward goals focus the attention and efforts of an employee or a team.

OBJECTIVES OF THE STUDY

- To create and maintain a satisfactory level of performance.
- To identify the awareness level of performance appraisal technique among the employees.
- To identify and know the area for improvement.
- To maintain records in order to determine compensation packages wage structure, salaries raises etc.
- To identify the strength and weakness of employee to place right men on right job.
- To maintain and assess the potential present in a person for further growth and development.
- To provide feedback to employees regarding their performance and related status.

SCOPE OF THE STUDY

- To improve employee work performance by helping them realize and use their full potential in carrying out their firms’ mission.
- The main aim of the study is to find out the effectiveness of performance appraisal and development programme conducted at organisation
- This study helps to know the level of importance of appraisal system.
- The payroll and compensation decision, training and development need, promotions, demotions, transfers including job analysis and providing superior support, assistance and counselling
- It considers both the job performance as well as the personal qualities of an employee.

LIMITATION OF THE STUDY:

- The study is done based on the opinions of the sample taken at random, the size of which is 120.

- The customers did not respond properly during peak hours.
- Due to time constraint.

RESEARCH METHODOLOGY

Research is a scientific and systematic search for pertinent information on a specific topic. Research is an art of scientific investigation. According to Clifford Woody, “Research comprises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis”.

Research Design

Research design is the arrangement of conditions of collection and analysis of data in a matter that aims to combine relevance to the research purpose with economy in procedure.

Descriptive Research Design

The design for this study is descriptive research design. This design was chosen as it describes accurately the characteristics of a particular system as well as the views held by individuals about the system. The views and opinions of employees about the system help to study the suitability of the system as well as the constraints that might restrict its effectiveness.

Sampling Techniques

The sampling technique adopted for the purpose of the study is Non -probability convenience sampling.

As the name implies a convenience sample means selecting particular units of the universe to constitute a sample.

Sample Size

The sample size of the study is 120. This sample is considered as representative.

Data collection:

Primary source:

The primary source of data is through Questionnaire.

Secondary source:

The secondary source of information is based on the various details retrieved from Journals, Websites and Magazines. The data for this study has been collected through primary sources. Primary data for this study was collected with the help of Questionnaires and evaluation feedback forms. The extra information was collected through interviews with the employees at various companies.

Tools of the study

The tool used for collecting the data is through the questionnaire.

Statistical Tool Used

Statistical tools like simple percentage used in the compilation and computation of data.

DATA ANALYSIS AND INTERPRETAION

TABLE NO: 1
AGE OF RESPONDENTS

S.NO	AGE	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Below 30	14	12
2	31-40 years	20	17

3	41-50 years	40	33
4	Above 50 years	46	38
	TOTAL	120	100

INTERPRETATION

The above table shows that 12% of the respondents belong to below the age of 30, 17% of the respondents belong to the age group of 31-40, 33% of the respondents belong to the age group of 41-50, 38% of the respondent belong to the age group of above the age of 50.

Thus the majority 38% of respondents belong to the age group of above the age of 50.

**TABLE NO: 2
GENDER OF RESPONDENTS**

S.NO	GENDER	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Male	90	75
2	Female	30	25
	TOTAL	120	100

INTERPRETATION

The above table shows that 75% of the respondents are belongs to male and 25% of the respondents are belongs to female. Thus the majority 75% of respondents are male.

**TABLE NO: 3
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**

S.NO	EDUCATIONAL QUALIFICATION	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	SSLC	24	20
2	HSS	46	38
3	UG	22	18
4	PG	14	12
5	Other Specific	14	12
	TOTAL	120	100

INTERPRETATION

The above table shows that 20% of the respondents belong to the SSLC, 38% of the respondents belong to HSS, 18% of the respondents belong to UG, and 12% of the respondents belong to PG and 12% of the respondents other specific educational Qualification.

Thus the majority 38% of respondents belong to HSS educational qualification.

TABLE NO: 4.4**EXPERIENCE OF THE RESPONDENTS**

S.NO	EXPERIENCE	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Below 2 years	35	29
2	Between 2-3 years	24	20
3	Between 3-4 years	36	30
4	Above 4 years	25	21
	TOTAL	120	100

INTERPRETATION:

The above table shows that, 29% of the respondents experience below 2 years, 20% of the respondents experience is between 2-3 years, 30% of the respondents experience are between 3-4 years and 21% of the respondents experience are above 4 years.

Thus the majority 30% of the respondent's experiences are between 3-4 years.

TABLE NO: 5**CLASSIFICATION OF THE RESPONDENT'S MONTHLY INCOME LEVEL**

S.NO	INCOME LEVEL	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Below Rs.5,000	24	20
2	Rs.5,001 – Rs.10,000	41	34
3	Rs.10,001 – Rs.20,000	32	27
4	Above Rs.20,001	23	19
	TOTAL	120	100

INTERPRETATION

The above table shows the income of the respondents level 20% of the respondents come under the income level of below Rs.5,000, 34% of the respondents come under the income level of Rs.5,001 – Rs.10,000, 27% of the respondents come under the income level of Rs.10,001 to Rs.20,000 and 19% of the respondents come under the income level of above Rs.20,001

Thus the majority 34% of respondents come under the income level of Rs.5,001 – Rs.10,000.

TABLE NO: 4.6
TABLE SHOWING CONDUCTS TO PERFORMANCE APPRAISAL

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Immediate supervisor	24	20
2	Rating committees	46	38
3	Self rating	14	12
4	Appraisal by suborbinat	22	18
5	Peer rating	14	12
	TOTAL	120	100

INTERPRETATION

The above table shows that 20% of the respondents are immediate supervisor, 38% of the respondents belong to rating committees, 18% of the respondents belong to appraisal by subordinate, and 12% of the respondents belong to self rating and 12% of the respondents other peer rating.

Thus the majority 38% of respondents belong to conduct the rating committees.

TABLE NO: 4.7
ASSESSMENT OF EMPLOYEES

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Point system	46	38
2	Mark system	38	32
3	Grade system	14	12
4	Rank system	22	18
5	No aware	-	-
	TOTAL	120	100

INTERPRETATION

The above table shows that 38% of the respondents are point system, 32% of the respondents are mark system, 12% of the respondents are grade system, and 18% of the respondents are rank system and 0 % of the respondents are no aware.

Thus the majority 38% of respondents are point rating system for performance appraisal.

TABLE NO: 8
RESPONDENT EFFECT OF THE POOR APPRAISAL SYSTEM

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	De-motivation	40	33
2	Retention	19	16
3	Ineffective teamwork	30	25
4	Personal reason	31	26
	TOTAL	120	100

INTERPRETATION

The above table shows that, 33% of the respondents are De-motivation, 16% of the respondents are retention, 25% of the respondents are ineffective teamwork and 26% of the respondents are others in personal reasons.

Thus the majorities 33% of the respondents are de- motivation of the company.

TABLE NO: 9
PERFORMANCE SYSTEM

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Deciding promotion	50	42
2	Deciding incentives	40	33
3	Training and development	20	17
4	Programme succession planning	10	8
	TOTAL	120	100

INTERPRETATION

The above table shows that, 42% of the respondents are deciding promotion, 33% of the respondents are deciding incentives, 20% of the respondents are training and development and 8% of the respondents are programme succession planning.

Thus the majority 42% of the respondents are deciding promotion planning.

TABLE NO: 10
RESPONDENT RELATED TO THE PERFORMANCE APPRAISAL SYSTEM OF YOUR ORGANISATION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Retention of employee	5	4
2	Recruitment system	5	4
3	Organizational culture	10	8
4	Motivation	100	84
	TOTAL	120	100

INTERPRETATION

The above table shows that, 84% of the respondents are said to motivation, 8% of the respondents are said to organizational culture, 4% of the respondents are said to recruitment system and 4% of the respondents are said to retention of employee.

Thus the majority 84% of the respondents are the performance appraisal system related to your organization to motivation.

TABLE NO: 11
RESPONDENT TIMING OF APPRAISAL

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Never	0	0
2	Rarely	14	12
3	Sometimes	25	21
4	Most of the time	28	23
5	Always	53	44
	TOTAL	120	100

INTERPRETATION

The above table shows that, 44% of the respondents are appraisal in always, 23% of the respondents are appraisal timing in most of the time, 21% of the respondents are sometimes and 12% of the respondents are rarely

Thus the majorities 44% of the respondents are always of the appraisal.

TABLE NO: 12
RESPONDENTS EXACTLY EXPECTED FROM YOU AT WORK

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	12	10
2	Agree	32	26
3	Neutral	56	47
4	Disagree	14	12
5	Strongly disagree	6	5
	TOTAL	120	100

INTERPRETATION

The above table shows that, 10% of the respondents are strongly agree 26% of the respondents are agree,47% of the respondents are neutral , 12% of the respondents are disagree and 5% of the respondents are highly disagree in exactly expected from the work.

Thus the majority 47% of the respondents are neutral in exactly expected to your work.

TABLE NO: 13
AWARE OF PERFORMANCE RATING

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	32	27
2	Agree	45	37
3	Neutral	39	33
4	Disagree	3	2
5	Strongly disagree	1	1
	TOTAL	120	100

INTERPRETATION

The above table shows that, 27% of the respondents are strongly agree 37% of the respondents are agree,33% of the respondents are neutral , 2% of the respondents are disagree and 1% of the respondents are highly disagree in performance rating.

Thus the majority 37% of the respondents are agree in aware of performance rating .

**TABLE NO 14
CHANCE TO RATE YOUR OWN PERFORMANCE**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	30	25
2	Agree	47	40
3	Neutral	37	31
4	Disagree	4	3
5	Strongly disagree	2	1
	TOTAL	120	100

INTERPRETATION

The above table shows that, 25% of the respondents are strongly agree 40% of the respondents are agree,31% of the respondents are neutral , 3% of the respondents are disagree and 1% of the respondents are highly disagree in chance to rate your own performance.

Thus the majority 40% of the respondents are agree in chance to rate your own performance.

**TABLE NO: 15
RESPONDENT DUE TO RECOGNITION OF TALENTED EMPLOYEE OF PROMOTION, TRANSFER
ETC.**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	36	30
2	Agree	48	40
3	Neutral	16	13
4	Disagree	14	12
5	Strongly disagree	6	5
	TOTAL	120	100

INTERPRETATION

The above table shows that, 30% of the respondents are strongly agree 40% of the respondents are agree,13% of the respondents are neutral , 12% of the respondents are disagree and 5% of the respondents are highly disagree in due to recognition of talented employee of promotion, transfer etc.

Thus the majority 40% of the respondents are agree in due to recognition of talented employee of promotion, transfer etc.

TABLE NO: 16**TABLE SHOWING THE RESPONDENTS REGULAR FEEDBACK ON YOU PERFORMANCE**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	30	25
2	Agree	49	41
3	Neutral	38	32
4	Disagree	2	1
5	Strongly disagree	1	1
	TOTAL	120	100

INTERPRETATION

The above table shows that, 25% of the respondents are strongly agree 41% of the respondents are agree,32% of the respondents are neutral , 1% of the respondents are disagree and 1% of the respondents are highly disagree in regular feedback of your performance.

Thus the majority 41% of the respondents are agree in regular feedback of your performance.

TABLE NO: 17**FEEDBACK BENEFITUAL FOR IMPROVING YOUR PERFORMANCE**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	48	40
2	Agree	40	33
3	Neutral	17	15
4	Disagree	10	8
5	Strongly disagree	5	4
	TOTAL	120	100

INTERPRETATION

The above table shows that, 40% of the respondents are strongly agree, 33% of the respondents are agree, 15% of the respondents are neutral, 8% of the respondents are disagree and 4% of the respondents are strongly disagree in feedback beneficial to your performance.

Thus the majority 40% of the respondents are strongly agree in the feedback benefit to your performance.

TABLE NO: 18
TABLE SHOWING THE SELF APPRAISAL SYSTEM

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	52	43
2	Agree	44	37
3	Neutral	20	17
4	Disagree	3	2
5	Strongly disagree	1	1
	TOTAL	120	100

INTERPRETATION

The above table shows that, 43% of the respondents are strongly agree, 37% of the respondents are agree, 17% of the respondents are neutral , 2% of the respondents are disagree and 1% of the respondents are highly disagree self appraisal system.

Thus the majority 43% of the respondents are strongly agree in the self appraisal.

TABLE NO: 4.19
RESPONDENTS PERFORMANCE APPRAISAL HELP TO ACHIEVE GOALS

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Strongly agree	30	25
2	Agree	49	41
3	Neutral	38	32
4	Disagree	2	1
5	Strongly disagree	1	1
	TOTAL	120	100

INTERPRETATION

The above table shows that, 25% of the respondents are strongly agree 41% of the respondents are agree, 32% of the respondents are neutral, 1% of the respondents are disagree and 1% of the respondents are Strongly disagree in performance appraisal helps to achieve goals.

Thus the majority 41% of the respondents are agree in performance appraisal helps to achieve the goals.

FINDINGS

- The majority, 38% of respondents belong to the age group of above the age of 50.
- The majority 75% of respondents are male.
- The majority, 38% of respondents belong to HSS educational qualification.
- The majority 30% of the respondent's experiences are between 3-4 years
- The majority, 34% of respondents come under the income level of Rs.5,001 – Rs.10,000.
- The majority, 38% of respondents belong to conduct the rating committees.
- The majority 38% of respondents are point rating system for performance appraisal.
- The majority, 33% of the respondents are de- motivation of the company.
- The majority 42% of the respondents are deciding promotion planning.
- The majority 84% of the respondents are the performance appraisal system related to your organization to motivation.
- The majorities 44% of the respondents are always of the appraisal.
- The majority 47% of the respondents are neutral exactly from expected for job.
- The majorities 37% of the respondents are agree aware of performance rating.
- The majority 40% of the respondents are agree in chance to rate for own performance.
- The majority 40% of the respondents are agree in due to recognition of talented employee of promotion, transfer etc.
- The majority 41% of the respondents are agree in regularly feedback on your performance.
- The majority 40% of the respondents are strongly agree in the feedback benefit to your performance.
- The majority 43% of the respondents are strongly agree in the self appraisal.
- The majority 41% of the respondents are said performance appraisal help to achieve goals.

SUGGESTIONS

- Only few respondents opinioned that the appraisal factors are excellent. So the organization needs to consider good factors for appraisal.
- The organization need to consider rating appraisal system because they prefer more to the peers rating system.
- For every organization the awareness of performance appraisal is important. So, the organization needs to create 100% awareness programme about performance appraisal system.
- The performance appraisal should be conducted based on the well defined objectives.
- Job analysis is the one of the dominant factors for appraisal to the organization need to give more importance for job analysis while conducting appraisal
- The organization has to increase efficiency of system by establishing the good standards for performance appraisal.

CONCLUSION

The project titled "A study on performance appraisal which was carried out among 200 workers. Performance appraisal system of the crucial issues where employees expect good results which lead to high satisfaction.

This appraisal even acts as a feedback system, which plays a major role in the development of the organization through erasing the communication barriers between the superior and subordinate. In the present system brings up the organization with rich productivity.

A Study on Employee Performance Appraisal Towards Emes Textiles Pvt. Ltd with Reference to Erode

A good system of performance appraisal comes out through perfect rating of the employees and their feedback for the given rating. The system should work so the things to be done through the people.

The employees of satisfied with the system of appraisal followed there, because of its concern and consideration towards the employees by the management.

Finally, I conclude my topic performance appraisal, the work and the related issues were drastically changed when compared to the past.

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