Performance Appraisal Of Chemical Industry Workers In Aranthaangi (Pudukkottai District), Tamilnadu

Management

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ABSTRACT

A performance appraisal form can tell more about an organization than other indicators. In the eyes of Human Resources Management practitioners, there could be standard form for performance appraisal. 'Job Description', 'Performance Level', 'Performance Factors', 'Appraiser's Additional Comments', Appraiser's Feedback' are usual elements incorporated into such a standard form. Rating errors easily emerge among these elements in a performance appraisal form. Just realizing these errors cannot ensure an effective performance appraisal.

Performance appraisal has been the focus of considerable research for almost a century. Yet, this research has resulted in very few specific recommendations about designing and implementing appraisal and performance management systems whose goal is performance improvement. We believe that a reason for this is that appraisal research became too interested in measurement issues and not interested enough in ways to improve performance, although some recent trends in the area have begun moving the field in the right direction.

1.1 Introduction

The most valuable asset for companies is its people. Whilst all other assets depreciated over a period of time, people as an asset appreciate over a period of time. Longer a person has been with a company, grater is his value in terms of experience and contribution, and therefore, his price. In a market driven, competitive economy, only the more efficient companies thrive and only the more efficient people in such companies endure. It is a rule of game. Therefore the major responsibilities of a manager are to improve and update the knowledge and skill of his employees, as an ongoing process and at an optimum pace.

1.2 Statement about the Problem

The research intends to study the different approaches of appraisals adopted by Companies and employee attitude, employee Satisfaction and industrial morale. It also analyses the most commonly occurring errors within performance appraisal methods and to understand the level of effectiveness of performance appraisal in the industry. When an employee feels a satisfaction about the job, he or she is motivated to do grater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual worker and his effort and commitment are crucial for the successfulness of the organization.

1.3 Review of Literature

In control theory (Thibaut & Walker, 1975)[1] it is assumed that individuals prefer to be in control of decision-making processes rather than be passive recipients.As suggested by Drenth (1984)[2], evaluation is a sensitive matter, often eliciting negative psychological responses such as resistance, denial, aggression, or discouragement, particularly if the assessment is negative. Thus high perceptions of evaluative performance appraisal use may result in negative feelings about the appraisal.Prince and Lawler (1986)[3] study showed a positive effect on employee satisfaction with the performance appraisal when this one is used for salary discussion.Proponents of the group-value model (Lind & Tyler, 1988)[4] hold that individuals want to be respected and valued members of groups and that individuals perceive higher procedural justice when they feel valued and accepted by group members. One recent study (Robbins et al., 2000) showed that group-value concerns explained unique variance in organizational commitment, turnover intentions, as well as in both employee and group-performance. Moreover, group-value concerns explained more unique variance in organizational commitment and performance than did distributive justice or control-based procedural justice. These findings suggest that group-value concerns are correlated with key organizational outcomes, and that perceptions of group membership are important in determining whether a performance appraisal system is fair.

1.4 Objectives

1. To analyse the effect of the performance appraisal in Aranthaangi Chemical Products Limited.
2. To analyse whether the performance appraisal is helpful in reducing grievance among the workers.
3. To identify whether the performance appraisal will increases workers motivation.
4. To know how the performance appraisal helps to win Co-operation and Co-ordination among workers.
5. To know the performance appraisal is helpful for improving personnel skill.

1.5 Hypothesis

Chi-square

1. There is no relationship between the gender and satisfied with the existing performance appraisal.
2. There is no significant relationship between the educational qualification and improving personal skill.
3. There is no significant relationship between year of experience and necessary to appraisal the workers.

1.6 Need of the study

1. To ensure the dynamic needs of the individuals development.
2. To meet the needs of organization development.
3. To meet the challenges by changes in technologies job systems and working methods.
4. To meet the need of a developing economic of a country.

1.7 Scope of the study

1. This study is undertaken to analyze the effect of the performance appraisal in Aranthaangi chemical products limited
2. This study is helpful in reducing grievance among the employees.
3. This study used to know whether the appraisal system will create job satisfaction & organizational commitment.

1.8 Research methodology

A proper research methodology is imperative to derive meaningful inferences and conclusions from the study. The methodology followed for this study is as follows:

1.9 Research design

Research design is considered as the back bone for the research. This specifies every stage of action in the course of research and it is a blue print for fulfilling objectives and answering questions. "Research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

The research design used here is descriptive research design. It

is the study to describe the individual characteristics of a person or presentation of answer for the questions like, where, when, and how relating to a field or matter.

This study will present the state of affairs as it exists. This type of study mainly helps to know the past and to predict the future.

This project is to be submitted as part of academic curriculum, the data required for the study was collected through questionnaire

1.10 Statistical tools used for analysis
• Percentage method.
• Chi-square.
• Weighted average. (Ranking method)

1.15 Limitation of the study
• Validity and reliability of the data obtained depends on the responses from the workers.
• Time at the disposal of the research was limited.
• The perceptions of the individual workers differ.
• Since the data is collected through questionnaire the respondents were reluctant to answer method due to their busy work.

1.16 Data Analysis and interpretation
1. Satisfied With the Existing Performance Appraisal System
Table -1

Particulars	Respondents	Percentage
Strongly Agree	27	23
Agree	66	57
Neither agree nor Disagree	19	17
Disagree	2	2
Strongly Disagree	1	1
Total	115	100

Source: Primary Data

Interpretation:From the above Table 2.3.10 knows that our of 115 Respondents, 57 Percentage of Respondents are agree with the existing performance appraisal system, 23 Percentage of the Respondents are Strongly agree, 17 Percentage of the Respondents are Neither agree nor disagree, 2 Percentage of the Respondents are Disagree and 1 Percentage of the Respondents are Strongly disagree.

Result: The majority of the Respondents are indicating the satisfied with the existing performance appraisal system

2. Performance Appraisal May Fails- Weighted Average Ranking
Table -2

FACTOR	Rank scale value (x)	Rank I	II	III	IV	Total	Wei avg	score	Rank
		4	3	2	1				
Manager not taking appraisal seriously	w	60	30	20	5	115	375	3.26	2
	wx	240	90	40	5				
Manager not prepared	w	50	40	15	10	115	360	3.13	3
	wx	200	120	30	10				
Employee not receiving feedback	w	40	50	20	5	115	355	3.08	4
	wx	160	150	40	5				
Management practices are not sincere	w	70	20	15	10	115	380	3.30	1
	wx	280	60	30	10				

Source: Primary Data

I Rank – Management practices are not sincere
II Rank - Manager not taking appraisal seriously
III Rank – Manager not prepared
IV Rank – Employee not receiving feed back

3. Year of Experience and Necessary to Appraisal A Workers
Necessary to appraisal an workers was regarded according to the year of experience. Year of experience is one of the personnel factor it influence the performance appraisal. The Table explicates the significant relationship between necessary to appraisal an workers and year of experience.

Table -3
NECESSARY TO APPRAISAL AN EMPLOYEE AND YEAR OF EXPERIENCE

Necessary To Appraisal		Year Of Service				Total
		Below 2	2-6	6-10	Above 10	
Yes	Observed	21	41	14	3	79
	Expected	21.98	41.21	11.67	4.12	
No	Observed	11	19	3	3	36
	Expected	10.01	18.78	5.32	1.87	
TOTAL		32	60	17	6	115

Source: Primary Data

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

$$(2-1)(4-1) = 3$$

Table Value = 7.81

Calculated Value = 21.96

From the Table 2.3.19 find that the calculated value is (21.96), degree of freedom is 3 and at 0.5 percent level of significance tabulated value is (7.81).Since the calculated value is higher than the tabulated value the null hypothesis is Rejected.

Result: Hence there is significant difference between necessary to appraisal an employee and year of service.

Findings
1. The majority of the Respondents are indicating the satisfied with the existing performance appraisal system.
2. The majority of Respondents are indicating to some extends to training and development programmes help in improving performance appraisal.
3. The majority of the Respondents are strongly agreed to the performance appraisal helps to win co- operation and co-ordination of the respondents

Suggestion
1. The company has to create awareness among employees about performance appraisal techniques.
2. The management should reduce the communication gap between them and their employees.
3. All of the employees should work together without any personal grievances
4. The company should give the employees a proper feedback.

3.3 Conclusion
These days the demand for skilled manpower is increasing. The company should have a proper practice for maintaining all the activities which could assure transparency, accuracy in all aspects.

'Workers' is the vital Factor of production. So company should reduce the communication gap and should employee new performance appraisal methods to check the potential of their employees whereby they could improve their quality of service.

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