Research Paper   **Human Resource Management**

A Study On Employee's Performance Appraisal With Reference To Mitsubishi Heavy Industry Tools Limited.

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ABSTRACT

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The main objective of the study is to Measuring the effectiveness of the existing performance appraisal system. Primary data were collected through structured questionnaire. 100 employees were selected as sample. Statistical tools percentage analysis and Chi-Square test were used to measure the relationship between the variables. Researcher finds that there is no significant difference between job knowledge and Oral abilities. And the researcher concluded that Performance appraisal at present is satisfactory for most of the employees. Since most of the employees say that present Performance appraisal systems are transparent it is helpful for the employees to improve.

Keywords : Ability, Effectiveness, Performance Appraisal, Job evaluation

INTRODUCTION

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does. According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job", Performance appraisal is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future.

Performance Appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development. Thus, Performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his job. It emphasis two aspects: systematic and objectives. Thus, Performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his job. It emphasis two aspects: systematic and objectives.

REVIEW OF LITERATURE

Uchgaonkar, Mohan Vasant (2011), "A study of performance appraisal systems and practices followed in selected organisations with reference to supervisory / managerial level" analysed Dynamic people can build dynamic organizations and effective employees can contribute effectively. Hence, the Organisation should continuously ensure that dynamism, necessary competence, motivation and effectiveness of employees remain at high levels at all times. However, how an Organisation is able to ensure the effectiveness of employees at all times? It has been said that through the process of reviewing the employees' performance, the performance of the whole organization, is managed. Ultimately, the levels and standards that are achieved by its employees determine the level and quality of an Organisation performance. It, is therefore, very important to assess employees' performance formally, and to have a set of follow-up systems that are designed to solve any problems that might inhibit a good performance.

"Performance appraisal practices of U.S Multinational Manufacturers in taiwan: a comparative study with Local taiwanese manufacturers" by Daniel A. Sauers, Steven C.H. Lin, Jeff Kennedy and Jana Schrenkler (2007) examined to understand how foreign subsidiaries adjust to the competing demands for global integration and local responsiveness. The results indicate that performance appraisal is not a uniform function, but consists of practices that differ in their relative resemblance to local practices and to parent practices. This suggests that the competing demands for global integration and local adaptation should not be viewed as opposite ends of a continuum, but as two independent dimensions.

The paper by Rafikul Islam and Shuib bin Mohd Rasad (2005), entitled "Employee Performance Evaluation by AHP: A Case Study" analysed Employee performance evaluation is designed to assess each individual's contribution to the organization. The basic objectives of performance evaluations are two-fold: firstly to reward employees for meeting organizational objectives and secondly to identify which objectives are not met and to develop action plans to ensure they are achieved in future. The present paper uses analytic hierarchy process (AHP) to evaluate employees performances based upon the criteria: quantity/quality of the work, planning/organization, initiative/commitment, teamwork/cooperation, communication and external factors. Each of these criteria has been divided into 3 subcriteria. Two hundred and ninety-four employees of Inter System Maintenance Services Sdn. Bhd. are evaluated on these subcriteria. Overall ranking of the employees has been obtained using the absolute measurement procedure of AHP.

The previous studies analysed performance appraisal in various types industries and places. Very few study pertained in an Indian Perspective. Hence, the researcher studied performance appraisal with reference to mitsubishi heavy industry tools limited

RESEARCH METHODOLOGY
STATEMENT OF PROBLEM
The respondent attitude did not allow me to get their true feelings. Most of the respondent feared to give their name. Most of the employees were busy with their tight work and they don't want to be disturbed. Employees are very limited and duration is limited.

OBJECTIVES OF THE STUDY
❖   To Measure the effectiveness of the existing performance

appraisal system.

❖ To measure the subjectivity and objectivity, which influence the existing Performance appraisal system and remove the subjectivity and increase the objectivity.

❖ Suggest the ways and means to improve the effectiveness of the existing Performance appraisal system.

HYPOTHESIS WERE TESTED IN THIS STUDY
NULL HYPOTHESIS (H01):
❖ There is no significant relationship between unexpected reasons and personal relationship.

DATA METHODOLOGY
Research Methodology may be understood as a science of studying how the research has been done scientifically. It is a way to systematically solve the research problem. Here, we study and analyze the various steps that are generally adopted by a researcher in studying his research problems. 100 samples were taken from Mitsubishi Heavy Industry tools ltd.

LIMITATIONS OF THE STUDY
The respondent attitude did not allow me to get their true feelings. Most of the respondent feared to give their name. Most of the employees were busy with their tight work and they don't want to be disturbed. Employees are very limited and duration is limited.

DATA ANALYSIS
1. SATISFACTION ON MEASURING THE JOB KNOWLEDGE.

Particulars	No of respondents	Percentage
Highly satisfied	15	15%
satisfied	65	65%
Neutral	15	15%
Dissatisfied	5	5%
Highly Dissatisfied	-	0%
Total	100	100%

INFERENCE:-
Reveals that 15 % of the respondents were highly satisfied, 65% of the respondents were satisfied about the satisfaction on measuring job knowledge, quality of worker, effective time at work and attitude towards work in the existing performance appraisal system.

2. SATISFACTION ON MEASURING THE WRITING AND ORAL ABILITIES

Particulars	No of respondents	Percentage
Highly satisfied	12	12%
satisfied	70	70%
Neutral	16	16%
Dissatisfied	2	2%
Highly Dissatisfied	-	0%
Total	100	100%

INFERENCE:-
Reveals that 12 % of the respondents were highly satisfied, 70% of the respondents were satisfied about the satisfaction on measuring the writing and oral abilities in the existing performance appraisal system.

3. SATISFACTION ON MEASURING THE LEARNING AND COMMUNICATION ABILITIES

Particulars	No of respondents	Percentage
Highly satisfied	10	10%
satisfied	67	67%
Neutral	20	20%
Dissatisfied	3	3%
Highly Dissatisfied	-	0%
Total	100	100%

INFERENCE:-
Reveals that 10 % of the respondents were highly satisfied, 67% of the respondents were satisfied about the satisfaction on measuring the learning and communication abilities in the existing performance appraisal system.

4. SATISFACTION ON MEASURING THE ABSENTEEISM RATE

Particulars	No of respondents	Percentage
Highly satisfied	15	15%
satisfied	80	80%
Neutral	5	5%
Dissatisfied	-	0%
Highly Dissatisfied	-	0%
Total	100	100%

INFERENCE:-
Reveals that 15 % of the respondents were highly satisfied, 80% of the respondents were satisfied, and 5% of the respondents were neutral, about the satisfaction on measuring the absenteeism rate in the existing performance appraisal system.

5. AFTER PERFORMANCE APPRAISAL, THE CHANCE OF EMPLOYEES FOR FURTHER CLARIFICATION ABOUT THE NEGATIVE MARKS.

Particulars	No of respondents	Percentage
Highly satisfied	10	10%
satisfied	72	72%
Neutral	12	12%
Dissatisfied	6	6%
Highly Dissatisfied	-	0%
Total	100	100%

INFERENCE:-
Above table reveals that 58% of the employees said they have chances, 38% of them said they don't know about their chances, and 4% of them said there is no chances for future clarification about the negative marks.

6. CHI –SQUARE IS TO MEASURE THE RELATIONSHIP BETWEEN JOB KNOWLEDGE, QUALITY OF WORK, EFFECTIVE TIME AT WORK AT WORK AND ATTITUDE AND WRITING AND ORAL ABILITIES.

Observed Frequency (Oi)	Expected Frequency (Ei)	(Oi-Ei)	$(Oi - Ei)^2$	$(Oi - Ei)^2/ Ei$
15	13.50	1.50	2.25	0.17
12	13.50	-1.50	2.25	0.17
65	67.50	-2.50	6.25	0.09
70	67.50	2.50	6.25	0.09
15	15.50	-0.50	6.25	0.02
16	15.50	0.50	0.25	0.02
5	3.50	1.50	0.25	0.64
2	3.50	-1.50	2.25	0.64
0	0	0	0	0
0	0	0	0	0
			$(O - Ei)^2/ Ei$	1.84

Calculation of Table Value,

Degrees of freedom at 5% level of significance is 9.488

$X2 =1.84$, $X^2 < 9.488$

Therefore: Calculated value < table value

                    So, Null hypothesis H0 is accepted.

Inference:
The Null Hypothesis is accepted there is no significant relationship between job knowledge and oral abilities.

FINDINGS & SUGGESTIONS:-
The researcher said that 60% of the respondents were satisfied about the satisfaction on measuring the punctuality and

discipline in existing performance appraisal system. 65% of the respondents were satisfied about the satisfaction on measuring job knowledge, quality of worker, effective time at work and attitude towards work in the existing performance appraisal system.

The researcher suggested that In order to improve the performance level of employees the organization should create more awareness and to provide feedback regularly to the employees about performance appraisal system. Proper training should be given to the employees, in order to increase their knowledge about the usefulness of the appraisal system.

CONCLUSION:-
The researcher conclude that I, the researcher would like to conclude my project from the findings which I obtained through survey on the organization is as follows. The main objective of the study is to Measuring the effectiveness of the existing performance appraisal system. Primary data were collected through structured questionnaire. 100 employees were selected as sample. Statistical tools percentage analysis and Chi-Square test were used to measure the relationship between the variables. Researcher finds that there is no significant difference between job knowledge and Oral abilities. Performance appraisal at present is satisfactory for most of the employees. Since most of the employees say that a present Performance appraisal system is transparent it is helpful for the employees to improve.

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