

Performance Appraisal as a Tool for Achieving Higher Efficiency and Productivity in Power Automation Industry: A Study

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Abstract:- Information from performance reviews is taken into account for making other personnel decisions, including wage increases, promotions, and performance-based disciplinary measures. It is necessary for proposed personnel actions to be in line with overall evaluations. Even so, evaluating an employee's eligibility for performance-based pay increases and incentives depends on their performance review. The system's main goal is to successfully manage employee performance in order to meet the expectations outlined in each employee's work plan. The study focuses on determining whether the organization's current performance management system is effective, to what extent they are satisfied, and whether or not all of the employees are aware of the performance standards that have been set for them and the promotions that are given based on performance. It also suggests whether any adjustments must be made to the current system. The management must establish a good rapport by listening well and giving accurate information in a timely manner in the right format. Performance evaluation can be revised for improved performance with management and employee input during the creation or review of a performance management system. Evaluation of performance is a shared commitment to excellence.

Keywords:- Performance Appraisal, Organization, Evaluation, Employee, Promotion.

I. WHAT IS PERFORMANCE APPRAISAL?

Creating a work environment or setting where individuals may perform to the best of their abilities is the process of performance appraisal. An employee's job objectives or goals and overall contribution to the organisation are planned, monitored, and reviewed as part of a continuous process known as performance appraisal. Tracking performance versus goals and finding areas for improvement is called performance evaluation. The focus is future what to they need and how they do better. The paper focuses on managing employee performance towards successful achievement of expectation set forth in employees work plan.

➤ Purpose of Research

Performance reviews are useful tools for providing feedback to employees and assisting in their personal growth. But only one of the many reasons why businesses conduct assessments is feedback. A lot of businesses utilise assessments to determine who gets bonuses, raises in pay every year, and promotions. They can also be used to record employee termination. According to research, organisations tend to regard performance reviews as more effective when they link them to choices about rewards and the termination of underperformers (Lawler, 2003). In view of motivation theories like the reinforcement theory, which suggests that behaviour that is rewarded is repeated, this is not surprising. The notion that performance is rewarded may emerge from linking appraisal findings to incentives. A formal appraisal is often conducted once a year, even though there are some organizations that conduct them more frequently. For example, there are advantages to conducting quarterly appraisals, such as allowing managers to revise goals more quickly in the face of changing environmental demands (Odiorne, 1990).

II. REVIEW OF LITERATURE

One of the most crucial conditions for effective business and human resource management is performance evaluation (Kressler, 2003). Effective human resource management depends on rewarding and promoting successful performance in organisations as well as identifying effective performers for training initiatives or other personnel actions (Pulakos, 2003). The capacity to fairly and accurately evaluate an employee's performance is a prerequisite for conducting performance reviews. Employee performance evaluation is a challenging process.

Since Aristotle, performance reviews have been undertaken (Landy, Zedeck, Cleveland, 1983). It is believed that the first organised employee performance evaluation system started in the American military establishment soon after the republic's founding. (Lopez, 1968). At the individual employee level, the measurement of performance enables sane administrative decisions. Also, it offers the necessary raw data to assess the efficacy of various personnel system components and procedures, including hiring practises, training plans, selection criteria, promotion plans, and compensation schemes (Landy Zedeck, Cleveland, 1983).

III. METHODOLOGY

Research is described as a structured, methodical, data-based, critical, objective, scientific inquiry of a particular issue with the aim of identifying a solution or an answer. Research gives the knowledge required to successfully address issues.

➤ *Sources of Information*

Two types of data namely primary and secondary data are collected primary data is data gathered through questionnaire and secondary data is obtained from various sources like organisation records, websites.

➤ *Sampling Plan*

Size of sample means the number of sampling units selected from population for investigation. The size of sample is 100. The sampling method is convenience sampling and it is non-probability sampling.

➤ *Data Collection Procedure*

Primary data was collected using questionnaire. The respondent’s reference to each question was carefully noted in the questionnaire. Their perceptions and suggestions were carefully noted in the questionnaire. Their perception and suggestions were carefully observed.

➤ *Measurement*

Table 1 Level of Satisfaction of Various Training Programme

Training	Very highly satisfied	Highly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Total
Seminar	-	40	40	20	-	100
Workshop	6	36	30	26	2	100
Lecture	-	34	30	32	4	100
Outbound training	8	32	40	18	2	100

- Using weighted average and χ^2

Table 2 Level of Satisfaction of Various Training Programme

Training	5	4	3	2	1	Weighted	Rank
Seminar	-	40	40	20	-	21.3	2
Workshop	6	36	30	26	2	21.2	3
Lecture	-	34	30	32	4	19.6	4
Outbound training	8	32	40	18	2	21.7	1

$$\text{Seminar} = \frac{40 \times 4 + 40 \times 3 + 20 \times 2}{5 + 4 + 3 + 2 + 1} = 21.3$$

$$\text{Workshop} = \frac{6 \times 5 + 36 \times 4 + 30 \times 3 + 26 \times 2 + 2 \times 1}{5 + 4 + 3 + 2 + 1} = 21.2$$

$$\text{Lecture} = \frac{34 \times 4 + 30 \times 3 + 32 \times 2 + 4 \times 1}{5 + 4 + 3 + 2 + 1} = 19.6$$

$$\text{Outbound training} = \frac{8 \times 5 + 32 \times 4 + 40 \times 3 + 18 \times 2 + 2 \times 1}{5 + 4 + 3 + 2 + 1} = 21.7$$

- *Applying χ^2*

H₀: All the training programmes are given equal satisfactions

Table 3 Calculation Chi square

O _i	E _i	(O _i - E _i) ²	(O _i - E _i) ² / E
21.3	15	39.69	2.646
21.2	15	38.44	2.563
19.6	15	21.16	1.411
21.7	15	44.89	2.99
			9.61

$$\chi^2 = \frac{\sum (O_i - E_i)^2}{E_i} = 9.61$$

$$V = n - 1 = 4 - 1 = 3$$

From chi square table at $\alpha = 5\%$ 3 degree of freedom $\chi^2_{.05}$ with 3 is 7.81.

The Calculated value 9.61 is greater than table value 7.81 so hypothesis is rejected so different training programme have variation in satisfaction level.

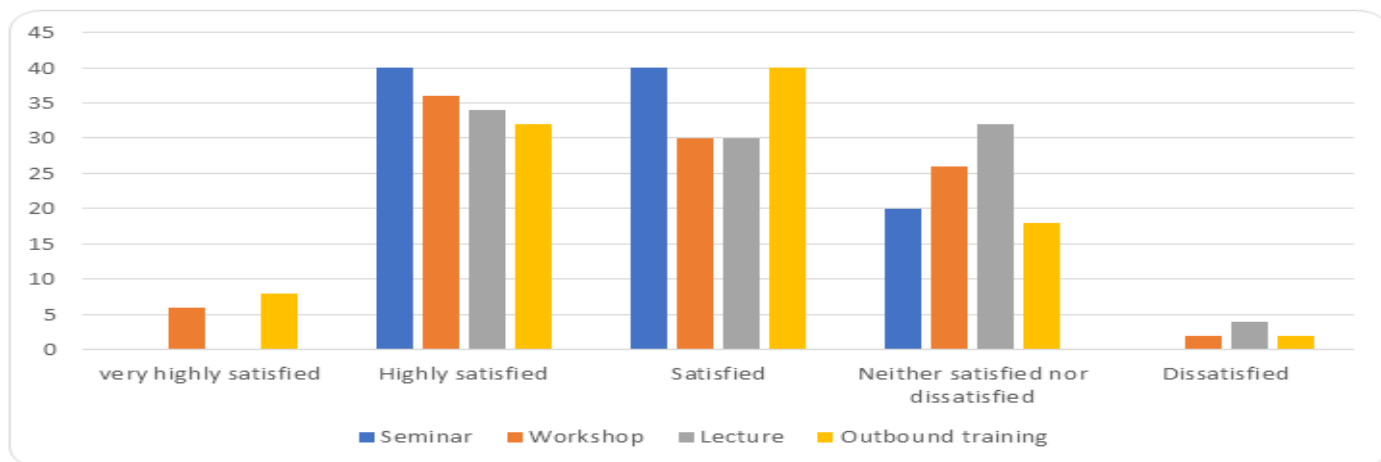


Fig 1 Level of Satisfaction of Various Training Programme

Table 4 Opportunity in the Organisation

Particulars	No. of respondents	%
Yes	100	100
No	-	-

The above table reveals that 100% of respondents agree they have some opportunity in the organisation.



Fig 2 Opportunity in the Organisation

Table 5 Level of Satisfaction of Various Schemes

Factors	Very Good	%	Good	%	Average	%	Below Average	%	Poor	%	Total
Training and development	2	2	60	60	38	38	-	-	-	-	100
Relevance of training course	6	6	58	58	28	28	8	8	-	-	100
Other training	2	2	36	36	50	50	10	10	2	2	100
Quality of work	4	4	56	56	34	34	4	4	2	2	100
Clarity of idea	2	2	60	60	30	30	6	6	2	2	100
Job knowledge	8	8	60	60	26	26	4	4	2	2	100
Total	24	24	330	330	206	206	32	32	8	8	600

From the above table 2% of respondents say that training is very good, 60% of respondents say it is good and 38% of respondents, feel it is average.

6% of respondents say relevance of training course is very good, 58% say relevance of training is good and 28% feel it is average and 8% of respondents feel it is below average.

2% of respondents say other training is very good, 36% of respondents feel other training is good, 50% of respondents say it is average 10% below average 2% say it is poor.

4% of respondents say that qualities of work is very good, 56% of respondents feel it is good and 34% say it is average and 4% say it is below average and 2% say it is poor.

21% of respondents say clarity of Idea is very good, 60% of respondents say it is good, 30% say it is average, 6% say it is below average, 2% say it is poor.

8% of respondents say that job knowledge is very good, 60% say that it is good 26% of respondents say it is average and 4% of respondents say below average and 2% say it is poor.

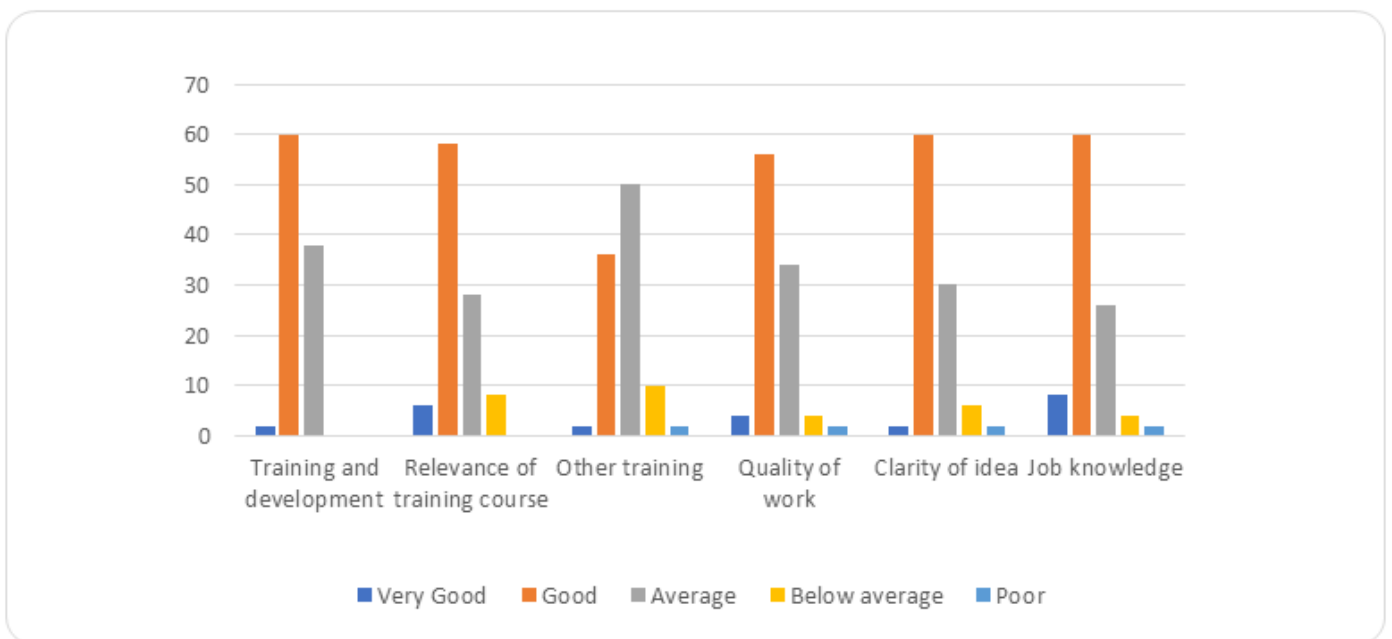


Fig 3 Level of satisfaction of various schemes

IV. RESULT

Among the various factors of quality work assignments recognition is ranked motivation, team work, dedication, freedom. Among the various training programmes given the respondents gives more preference to out bound training seminar, workshop, lecturer. Different training programme have variation in satisfaction level.

V. CONCLUSION

The management must create a good rapport by being good listener and also by providing good and timely information in appropriate format. Performance evaluation can be revised for improved performance with management and employee input during the design and review phases of a performance management system. Evaluation of performance is a shared commitment to excellence.

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