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PERFORMANCE APPRAISAL OF EMPLOYEES IN CEMENT INDUSTRIES: A STUDY

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ABSTRACT:

Industry depends upon many factors such as capital, funds, technology and the very important factor is a human aspect, therefore, the need for Human Resource Management came into focus where PMS is a very important factor. There are a number of factors, which make an impact on the employee, but PMS plays a vital role. Performance appraisal

and for making all these possible an organization should possess human resources that could function efficiently and effectively. Human resources are valuable resources for any enterprise. They are vital as they possess the required intelligence to make material, physical and financial resources productive and effective. Create and maintain a satisfactory level of performance. Contribute to the employee growth and development through training, self and management development programmers and guide the job changes with the help to continuous ranking. The process of performance appraisal helps in linking information gathering and decision making process which provides a basis for judging the effectiveness of personnel sub divisions such as coming as rightly observed that the overall objective of performance appraisal is to improve efficiency of an enterprise by attempting to mobilize the best possible efforts from the individuals employed in it.

KEYWORDS: Performance appraisal, Effective Performance, Job Satisfaction.

INTRODUCTION

Performance appraisal is the most important and indispensable tool for an organization. Performance appraisal measures the effectiveness of the personnel. Edwin B. Flippo defines, performance appraisal as a systematic, periodic and as far as humanly possible an impartial rating of employee's

excellence in matters pertaining to his present job and potentialities for a job. The Maurice, B. Coming performance appraisal means "attempts to recognize and reward for personnel abilities that an individual brings to his job, measured by the extent to which his output or quality of his work exceeds the minimum that is fixed as the basic rate of pay". Cement industry's economic progress can be achieved by increasing production, which can be coupled with sound

Performance Appraisal System. However, the level of efficiency of production of cement industry reflects the quantity and quality of product provided by industry to its customers. Country's performance in terms of the economy depends upon the level of profitability. The optimal utilization of natural resources and other factors of inputs of capital, technologies etc. all are very much dependent on practices of Human Resource. Profitability of cement industry depends upon many factors such

as capital, funds, technology and the very important factor is a human aspect, therefore, the need of Human Resource Management came in focus where PMS is a very important factor. There are a number of factors, which make an impact on the employee, but PMS plays a vital role. According to Martin Fisher performance appraisal is a process for establishing shared understanding about what is to be achieved, and an approach for managing and developing people in a way which increases the probability that it will be achieved in the short or long-term. To survive and to succeed in the market, the business organizations should produce quality goods, offer services that delight the customers and operate at minimal costs. For making all these possible an organization should possess human resources that could function efficiently and effectively. Human resources are valuable resources for any enterprise. They are vital as they possess the required intelligence to make material, physical and financial resources productive and effective. The human potential is the crux of organizational effectiveness. Appraising human potential in a scientific and systematic manner paves way for enhanced corporate performance. Hence, after an employee has been selected, trained and motivated he is apprised of his performance. The performance appraisal is a process of evaluating an employee performance on a job. It is estimating an employee's value in terms of qualities and status. This study covers the workers who are employed in Dalmia Cement (Bharat) limited, Dalmiapuram, Trichy. The best business approach to conducting performance appraisal System is based on the identification of organization mission needs, critical, occupational and individual performance requirements.

REVIEW OF LITERATURE

Soumendu Biswas and Arup Varma (2012) examined the relationship between psychological climate and transformation leadership, with employee performance. The study proved that organizational psychological climate and transformational leadership predicted job satisfaction. Job satisfaction in turn predicted employee performance, a composite measure of in-role and extra-role performance. H. James Harrington Frank Oehi & Hal Wiggin (2013) analyzed the quality and productivity problems and improvement opportunities that face the construction industry today. It was found that there is a lack of good research for improved approaches and that the construction work is considered as an undesirable profession. It is also found that there had been slow change over from quality control to TQM. It was suggested that improved quality and productivity is needed to eliminate high levels of waste in the construction industry. Ernest Boateng - Okrah & Fred Appiah Fening (2013) 10 ascertained. Akah Ndang William (2014) studied the role of employee motivation in their performance. B. Sripirabaa & Krishnaveni (2014) found that partnering has a negative significant impact on the functions of performance management system and alignment. Financial support has a negative impact on alignment, whereas the performance management systems overall functions has a significant positive impact on alignment. Final support also has positive significant impact on the performance management systems functions. Brett Anthony Hayward (2015) the research investigated the relationship between, employee performance, leadership and emotional intelligence. It was found that there is a very strong significant linear relationship between emotional intelligence and transformational leadership. Rodger W Grilfeth and Arthus G Bedeian (2015) investigated the effects attributable to two non task factors gender and age acting as main effects and in interaction on performance ratings. J. de Vries & H. van de Water (2015) concluded that whether quality circles are a means to improve the quality of working life or not is, among other factors, determined largely by the characteristics of the production structure. Therefore, more attention should be focused on the given production structure of organizations wherever quality circles are initiated.

OBJECTIVES OF THE STUDY

- To study the socio-economic profile of the respondents in Dalmia Cement Ltd., Tiruchirappalli.
- To create and maintain a satisfactory level of performance.

PRIMARY DATA

The data collected directly from the respondent is referred as primary data. Data was collected through primary sources. The primary data was collected through personal interview with consumer respondents.

DATA ANALYSIS

Extracting meaningful information from the data collected and analyzing the information from the data collected and analyzing the information statistically. Analysis of the collected data was done with the help of tables, graphs and statistical analysis tools like weighted average method and chi-square test.

Table 1: Percentage Analysis of Personal Profile

Particulars	N=50	Percentage
Age		
Below 30yrs	06	12%
31 to 40yrs	21	42%
41 to 50yrs	16	32%
51yrs & Above	07	14%
Qualification		
Technical	16	32%
Graduates	34	68%
Marital Status		
Married	37	74%
Unmarried	13	26%
Family Monthly Income		
Below Rs.30000	19	38%
Above Rs.30000	31	62%
Overall Performance Appraisal		
Low	19	38%
High	31	62%

Source: Primary data

From Table-1, percentage analysis indicates that more than one third (42%) of employees between 31 to 40yrs of age group, 32% were 41 to 50yrs, 14% were 51yrs & above and remaining 12% were below 30yrs. More than half (68%) of employees were graduates and remaining 32% were technical qualification. The majority (74%) of the respondents was married and remaining 26% were unmarried. The majority (62%) of employees' monthly income above Rs.30000 and remaining 38% were below Rs.30000. More than half (62%) of the respondents were high level performance appraisal and remaining 38% were low level.

Table 2: Association between Educational Qualification of the Respondents and their Level of Performance Appraisal

Educational Qualification	Level of Performance Appraisal		Statistical Inference
	Low	High	
Technical (n=16)	08	08	X ² =11.462 Df=1 0.003<0.05 Significant
Graduation (n=34)	11	23	

RESEARCH HYPOTHESIS:

There is significant association between educational qualification of the respondents and their level of performance appraisal.

From Table-2, chi-square test indicates that there is significant association between educational qualification of the respondents and their level of performance appraisal. Hence, the calculated value is less than table value ($p < 0.05$). The research hypothesis is accepted.

SUGGESTIONS AND CONCLUSION

Performance appraisal is a measure of performance of an employee in accomplishing goals and plans of an organization within a specific period of time. It gives a picture about how an employee is working in his present job and what are the strong and weak points. Performance appraisal system provides feedback to the employees on their performance and helps him to take utmost care and attention, where it deserves. The process of performance appraisal helps in linking information gathering and decision making process which provides a basis for judging the effectiveness of personnel subdivisions such as coming as rightly observed that the overall performance appraisal is to improve efficiency of an enterprise by attempting to mobilize the best possible efforts from the individuals employed in it. The performance appraisal system has assumed a new shape and nature in the form of a two-way communication link between the employees and the employers. Proper communication between the assessing authority and the employee under appraisal is essential for gathering all the required information from the employee. A performance appraisal system that is based on a free and unrestrained approach would generate the preferred data and help organizational productivity. To achieve the desired objectives performance appraisal system should be realistic and impartial, with a positive orientation towards remedial steps. Therefore it requires skilful handling. The management should try to utilize their production capacity fully in order to reduce factory overheads and to utilize their fixed assets properly. The burden of interest has produced a deteriorating effect and reduced the percentage of net profit. It is suggested that the companies should try to reduce the interest burden gradually by increasing the owner's fund. Give extra training for the each employee in every day minimum per cent of employees are not satisfied with their current performance. So improve their training program and give training for each and every base of skills, such as knowledge Base, attitude base and other skill base.

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