

## Performance appraisal of employees with special reference to Dalmia Cement (Bharat) Ltd, Trichy

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### Abstract

The articles study the 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, ranking, development programme

### Introduction

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.

### Meaning and Definition

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".

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.

### Objectives of the Study

- To create and maintain a satisfactory level of performance.
- To contribute to the employee growth and development through training, self and management development programmers.
- To guide the job changes with the help to continuous ranking.
- To facilitate fair and equitable compensation based on performance.

### Scope of the Study

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.

### 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, chi square.

### 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) analysed 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 Ndong 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)55 investigated the effects attributable to two nontask factors gender and age acting as main effects and in interaction on performance ratings.

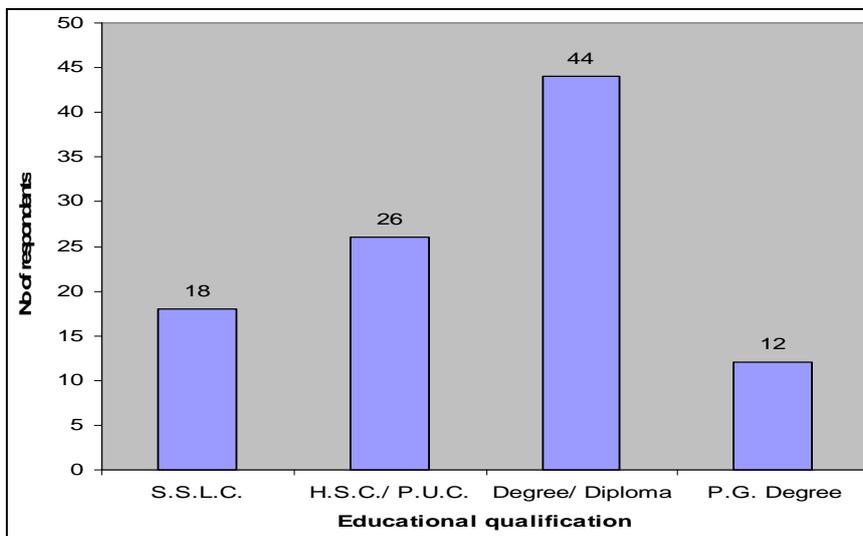
J. de Vries & H. van de Water (2015) concluded that whether quality circles are a means to improve the quality of working life or not is, among other factors, determined largely by the characteristics of the production structure. Therefore, more attention should be focused on the given production structure of organizations wherever quality circles are initiated.

**Table 1:** Educational Qualification of Respondents

S. No.	Educational Qualification	No. of Respondents	Percentage
1	H.Sc	18	18
2	UG	26	26
3	PG	44	44
4	Technical	12	12
	Total	100	100

Source: Primary Data.

From the above table shows that 44 percent of the respondents are qualified PG Degree holders, 26 percent of the respondents are UG Degree holder, 18 percentage the respondents are Hr. Secondary standard and 12 percent of the respondents are Technical standard. The highest percentage of PG Degree holders have highly efficient and skills compared to others.



**Fig 1:** Educational Qualification of Respondents

**Table 2:** Experience of the Respondents

S. No.	Experience	No. of Respondents	Percentage
1	Up to 5 years	20	20
2	5 to 10 years	30	30
3	10 to 15 years	45	45
4	Above 15 years	05	05
	Total	100	100

Source: Primary Data.

From the above table shows that 45 percentage of the respondents are experienced in 10 to 15 years, 30 percentage of the respondents are experienced on 5 to 10 years, 20 percentage of the respondents are upto 5 years and only 5 percentage of the respondents are experienced on above 15 years. Majority of the respondents are experienced 10 to 15 years. Majority of the respondents experienced on upto 15 years, therefore the management easily measure the performance and implement the employees schemes are effectively.

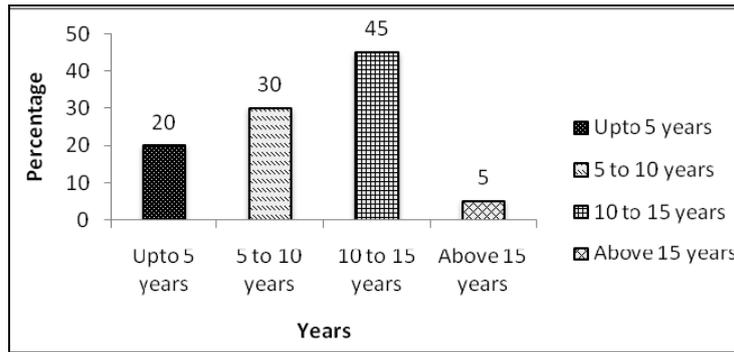


Fig 2: Experience of the Respondents

Table 3: Opinion about the Present Performance Appraisal System Periodically

S. No.	Opinion	No of Respondents	Percentage of Respondents
1	Strongly agree	40	40
2	Agree	35	35
3	Disagree	15	15
4	Strongly Disagree	10	10
	TOTAL	100	100

Source: Primary Data.

**Interpretation**

In the above table 40 percentage of respondents are strongly agree, 35 percentage of respondents are agree, 15 percentage of respondents are disagree and 10 percentage of respondents

are strongly disagree. The performance appraisal measure by the company at every 3 months or 6 months only. Majority of the respondents are accepted the system them improve the skills and knowledge at particular interval.

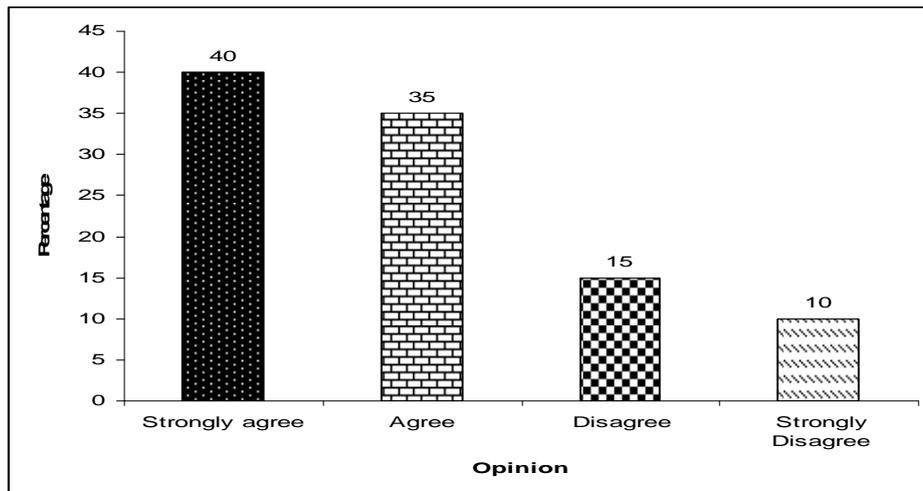


Fig 3: Opinion about the Present Performance Appraisal System Periodically

In this table the researcher has made an attempt to find out performance appraisal alone the factor in deciding promotion.

Table 4: Performance Appraisal Alone the Factor in Deciding Promotion

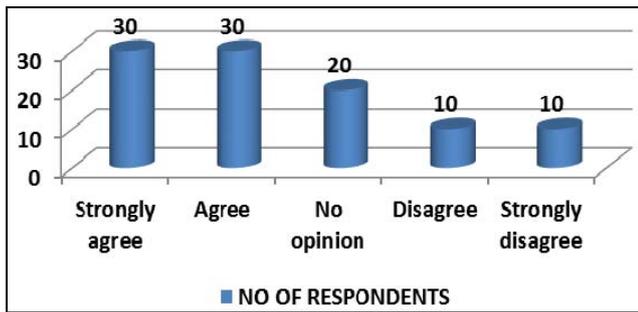
S. No.	Opinion	No. of Respondents	Percentage of Respondents
1	Strongly agree	30	30
2	Agree	30	30
3	No opinion	20	20
4	Disagree	10	10
5	Strongly disagree	10	10
	TOTAL	100	100

**Interpretation**

In the above table 30 percentage of respondents are strongly agree and 30 percentage of respondents are agree and 20 percentage of respondents are no opinion and 10 percentage of

respondents are disagree and 10 percentage of respondents are strongly disagree. Majority of the respondents are accepted the performance appraisal have important factors of promotion of employees.

**Chart 4:** Performance Appraisal Alone the Factor in Deciding Promotion



In this table the researcher has made an attempt to find out that improvement of employees with the help of performance appraisal system.

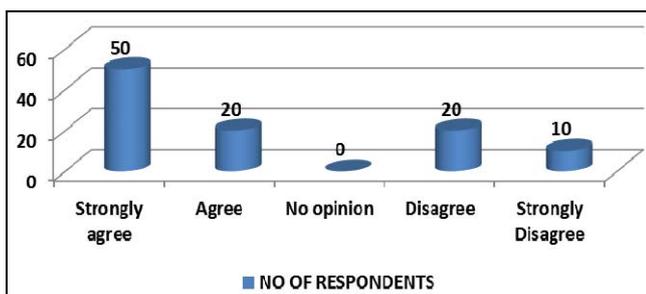
**Table 5:** Improvement of Employees with the Help of Performance Appraisal System

S. No.	Opinion	No. of Respondents	Percentage of Respondents
1	Strongly agree	50	50
2	Agree	20	20
3	No opinion	Nil	Nil
4	Disagree	20	20
5	Strongly Disagree	10	10
	TOTAL	100	100

**Interpretation**

In the above table 50 percentage respondents have strongly agree and 20 percentage of respondents have agree and nil percentage of respondents have no opinion and 20 percentage of respondent have disagree and 10 percentage of respondent are have strongly disagree. The performance system measure the employees skills, ability, strength and weakness, therefore the employees know themselves by the appraisal and also develop the skills themselves.

**Chart 5:** Improvement of Employees with the Help of Performance Appraisal System



**The researcher analyse the data and give findings, Findings**

- 44 percentage of the respondents are studied PG Degree holder.
- 45 percentage of the respondents are experienced in 10 to 15 years,
- 40 percentage of the employees are satisfied with the appraisal system facilitates growth and learning.
- 30 percentage of the employees are agree with the performance appraisal is the deciding promotion.
- 50 percentage of the employees are satisfied with that performance appraisal results some benefits.

**Suggestion**

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.20 percentage 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.

**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 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. The performance appraisal system has assumed a new shape and nature in the form of atwo-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.

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