

A STUDY ON PERFORMANCE APPRAISAL OF EMPLOYEE AT HIGH ENERGY BATTERIES (INDIA LIMITED) MATHUR, TIRUCHIRAPPALI

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ABSTRACT

This paper explains the factor influencing Performance appraisal of employees in a high energy batteries (India limited) Mathur, Tiruchirappalli. And the effectiveness of performance appraisal in the organisation. The performance appraisal is most important to all organisations. Performance appraisal is an official and evaluation of an individual performance and peers will be checking an individual's performance on a continuous, And Employees are a key element of any organisation. The performance appraisal systems developmental tools used to measure the real performance in an organisation and the strategic goals of the organisation are associated to that individual performance. This study based on descriptive research .data was collected from respondents through standardized questions. Sample unit consists of 130 employees from high energy batteries (India limited). The analysis of response was done by the using percentage analysis and factor analysis chi- square test analysis. In this paper I describe about the factors that affected performance Appraisal and the proposed the deliverable of performance appraisal.

Keywords: performance appraisal, employee performance, job satisfaction, welfare facility.

1. INTRODUCTION:

Performance appraisal is a very essential component of the overall human resource management system in any organisation. In a manufacturing sector, or service sector, public or private sector, formal and informal sector, interrupted appraisal of employees, serves as a very good HR developmental tools towards improving the performance of the employees and also their overall developmental year after year. It also helps the employees to appraise themselves essentially and plan effective steps towards their work improvement and career development. And all organisations aims to at being effective and achieve their goals, in order to do this it is to measure the performance of the employees on a regular basis.

Effective monitoring also includes giving timely feedback. And effective implementation of performance appraisal system with in different organisation helps greatly towards individual organisation goal integration also important for overall success of organisation and its people.

1.1 PERFORMANCE APPRAISAL CONCEPT:

Performance appraisal is the systematic evaluation of the performance of employees and to understand the abilities of person for future growth and development. Performance appraisal is usually followed by the supervisors' measures the pay of employees and measure up to it with targets and plans, and analyze the factors following work performance of employees, and the employers are in position to show the employees for a better performance.

2. LITERATURE REVIEW:

Vallance (1999), the study was explore the performance appraisal is an unpleasant management practices but many more organizations should be controversy to it. **Armstrong (2003)**, the organisations have an effective human resources system then to use the performance appraisal system which is reliable and accurate for employee assessment and organisational development.

(Elena p. 2000) – This study discussed employee is a key element of the every organisation. The individual employee success and failure performance were found by the performance appraisal system .It will used to help the organisation. In this paper analyse the theoretical framework and models related to employee development and its affect on employee performance. This paper Employee performance are affect the main reason for employee behaviour, attitude, skill, knowledge, and self directed, are decrease to the organisation growth. So these are improved to employee performance are effective to work of an organisation. So employee development is an important to all organisations.

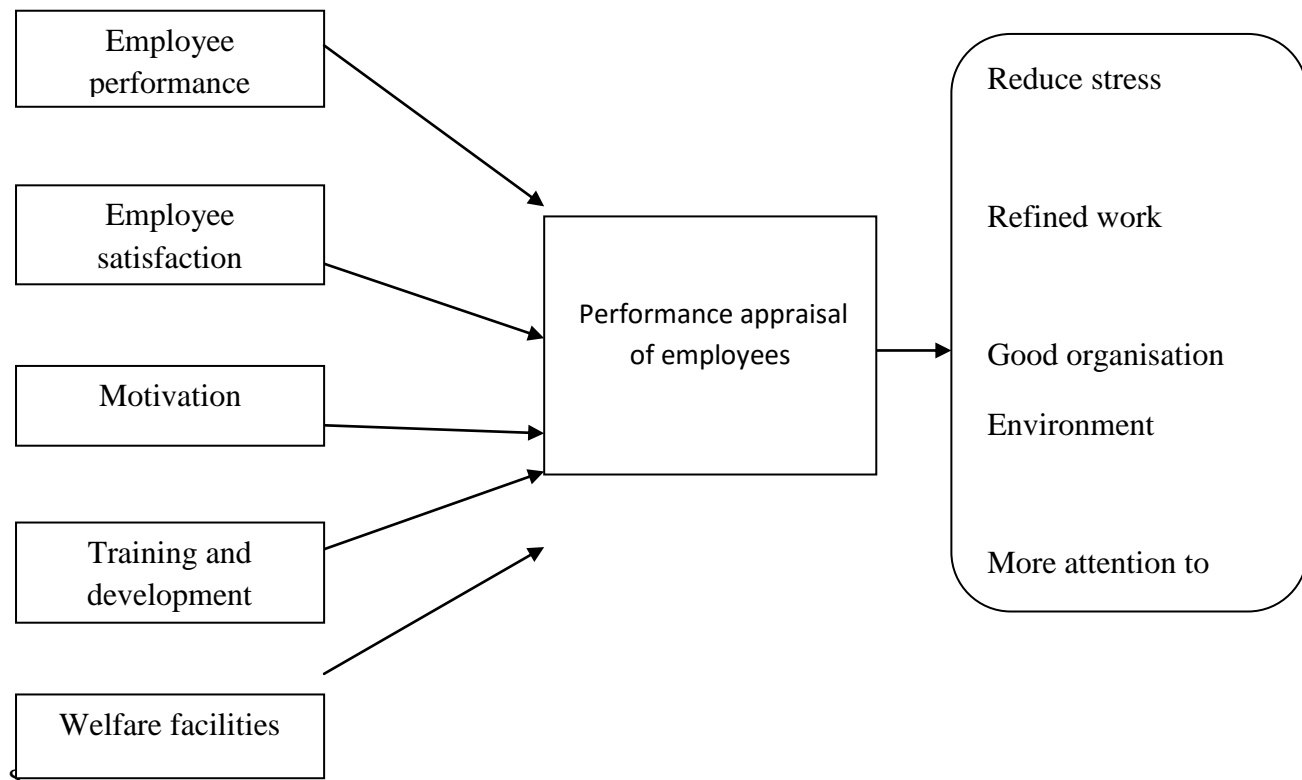
Ms.Ramila ram sing (2006) - This study was various performance appraisal techniques should be practiced in Indian economy and some boundaries. Hence, performance appraisal (PA) is extensively used to assist salary increment, promotion, staff retention and to reinforce staff behaviour.

Osabiya Babatunda Joseph (2014) - This study analysed that the effectiveness of performance appraisal used to measure the employees productivity in organisation.

According to Ani (1997)-Organisation effectiveness is the extent of enhancing and managing productivity is essential; therefore the essence of productivity and labour welfare is only occurred by skilled employees and motivation. It is the task of top management to coordinate the effort of managers to improve productivity.

Renganayaki N1 (2013)- This study was about performance appraisal helped in job promotion, formulating a suitable training and development program to improve the quality of performance , served as a feedback to the employees ,served as a means for evaluating the effectiveness of devices used for the selection and classification of workers

2.1 PERFORMANCE APPRAISAL MODEL:



This is the conceptual framework for performance appraisal. This framework contains the selected variables: employee performance, employee satisfaction, motivation, training and development and welfare facilities which are chosen from the review of literature and the articles referred.

3. OBJECTIVE OF THE STUDY:

- To study about the performance appraisal of an organization
- To identify the factors affecting the performance appraisal of an organisation

- To study about the effectiveness of performance appraisal of an organisation.

4. RESEARCH METHODOLOGY:

This study covers the employee of high energy batteries (India limited) Mathur, Tiruchirappalli. This study only based on primary data. It is collected through structured questionnaires. The total population is 130 employees and I choose the population survey is used for collecting data

5. RESEARCH DESIGN:

The research instrument used in the study was a questionnaire. The questionnaire comprises taking into reflection the objective of the study. The data were collected from the respondents using a well-structured Questionnaire. The type of research design is involved in this study is descriptive research studies. The scaling techniques of the questionnaires in Likert five point scale of 1="strongly agree" to 5="strongly disagree".

5.1 RESEARCH HYPOTHESIS:

Null Hypothesis H₀: There is no significance association between age and change behaviour.

Alternative Hypothesis H₁: There is significant association between age and change behaviour.

6. SAMPLING TECHNIQUES:

In this study 130 samples are taken. Population survey method is used for collecting data. Both open ended and closed ended questions were used in the questionnaire. The information gathered is analyzed and test the association between two attributes by using chi-square test.

7.1 DATA ANALYSIS AND INTERPRETATION:

The study explore with data analysis using the statistical tool. The Statistical tools that were used are percentage analysis, chi-square test. The factor analyses reduce the dimension of factors where variables are grouped for rotated component matrix. The matrix is given below. Then the chi square test s is used to find out the association between those variables for which the cross tabulation is mentioned below.

7.2 FACTOR ANALYSIS:

Rotated Component Matrix^a

	Component								
	1	2	3	4	5	6	7	8	9
Aware of Safety Welfare Policy	.888	-.086	-.047	.065	-.076	.033	.055	-.051	-.002
Aware of First Aid	.858	-.001	-.055	-.030	.125	-.009	.051	.015	-.036
Feedback Necessary	.742	-.151	.008	.141	.032	-.126	-.078	.006	.135
Rate Medical Facilities	.601	.116	-.051	-.002	.485	.094	-.059	.055	-.032
Necessary Authority	-.019	.884	-.031	-.015	-.023	.017	.040	-.021	-.013
Satisfied top Management	-.077	.833	-.004	.035	-.096	-.003	-.096	-.023	.212
Counselling program regularly	-.052	.696	.264	.006	.061	-.015	-.105	-.134	-.059
Experience Sharing	-.093	.509	.507	-.122	.020	-.263	.042	.117	-.145
Working condition satisfaction	-.012	.011	.838	.025	-.013	.137	.011	-.043	.059
Good career prospects	-.150	.195	.799	-.125	.106	-.185	.119	.062	-.070
Welfare facilities satisfied	.041	.011	.698	-.026	-.047	.456	-.108	-.118	.135
Training Enhance productivity	-.040	-.036	.029	.901	-.003	-.042	-.030	-.063	.017
Training program compulsory	.138	-.022	-.017	.840	.055	-.057	.089	-.083	-.058
Overall satisfaction Job	.059	.057	-.159	.769	.014	-.015	.288	.078	.013
Rate health insurance	.091	-.024	.061	.016	.826	.018	-.220	-.033	.140
Rate present grievances redressal	-.104	-.040	.121	.099	.720	-.096	.297	-.067	.187
Present leave policy	.461	-.059	-.168	-.047	.669	.163	-.130	.043	-.080
Satisfactory salary	.049	-.111	-.032	-.050	.030	.825	.214	-.044	.032

Recognizes work	-	.069	.145	-.077	.037	.820	.125	.061	-.162
	.102								
Reduce grievances	-	-.015	.124	.143	-.022	.093	.878	-.114	.013
	.075								
Bonus and Incentives	.088	-.144	-.089	.170	-.088	.325	.797	-.037	-.027
Increment after performance appraisal	.006	-.071	-.070	.013	.018	.020	-.072	.897	-.058
Change behaviour	-	-.050	.033	-.094	-.081	-.023	-.073	.795	.316
	.016								
Work according qualification	-	.111	-.015	.022	.178	-.031	-.005	-.024	.878
	.001								
Gives constructive criticism	.080	-.039	.076	-.075	.055	-.082	.013	.443	.748

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a) Rotation converged in 8 iterations.

This factor analysis is used to reduce the dimensions. The above analysis is made with 32 variables which is compressed as 9 factors namely “welfare facility, employee performance, employee satisfaction, training and development, employee health policy, job satisfaction, employee rewards, employee behaviour, work according qualification.

7. Chi square test

A statistical method assessing the goodness of fit between a set of observed values and those expected theoretically. Based on this the independency can be easily identified

7.1 HYPOTHESIS FRAMEWORK:

8.1.1 HYPOTHESIS 1:

H0: There is no significant association between Age and Change Behaviour

H1: There is significant association between Age and Change Behaviour

AGE * CHANGE.BEHAVIOUR Crosstabulation

Count

	CHANGE.BEHAVIOUR					Total
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	
20-30	9	11	4	0	1	25
31-40	17	16	8	2	4	47
41-50	9	12	7	5	3	36
50above	5	9	4	1	3	22
Total	40	48	23	8	11	130

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.994 ^a	12	.703
Likelihood Ratio	9.702	12	.642
Linear-by-Linear Association	3.574	1	.059
N of Valid Cases	130		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is 1.35.

EDUCATIONAL.QUALIFICATION * SATISFACTORY.SALARY Crosstabulation

Count

		SATISFACTORY.SALARY					Total
		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	
	10TH-12TH	2	5	1	2	1	11
EDUCATIONAL.QUALIFICATION	GRADUATE	18	25	25	11	4	83
	POSTGRADUATE	4	5	9	0	0	18
	others	5	7	3	3	0	18
Total		29	42	38	16	5	130

Chi square result

- Calculated value: 8.994
- Degrees of freedom: 12
- Table value: 21.026
- Significant level: 5%
- Comparison: 8.994<21.026

Interpretation

Calculated chi square is less than the table value. Therefore null hypothesis, H0 is accepted. This shows that there is no relationship between change behaviour.

8.1.2 HYPOTHESIS 2:

H0: There is no significant association between educational qualification and Satisfaction salary

HI: There is significant association between educational qualification and Satisfaction salary

hi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.822 ^a	12	.460
Likelihood Ratio	15.310	12	.225
Linear-by-Linear Association	1.300	1	.254
N of Valid Cases	130		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .42.

Chi square result

- Calculated value: 11.822
- Degrees of freedom: 12
- Table value: 11.822
- Significant level: 5%
- Comparison: $11.822 < 11.822$

Interpretation

Calculated chi square is less than the table value. Therefore null hypothesis, H₀ is accepted. This shows that there is no relationship between educational qualification and satisfaction salary.

8.1.3 HYPOTHESIS 3:

H₀: There is no significant association between gender and aware of safety welfare

H₁: There is significant association between gender and aware of safety welfare

GENDER * AWARE.OF.SAFETY.WELFARE.POLICY

Crosstabulation

Count

		AWARE.OF.SAFETY.WELFARE.POLICY					Total
		EXCELLENT	GOOD	AVERAGE	POOR	VERY POOR	
GENDER	MALE	12	41	34	9	11	107
	FEMALE	2	11	8	1	1	23
Total		14	52	42	10	12	130

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.721 ^a	4	.787
Likelihood Ratio	1.908	4	.753
Linear-by-Linear Association	.679	1	.410
N of Valid Cases	130		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 1.77.

Chi square result

- Calculated value: 1.721
- Degrees of freedom: 4
- Table value: 9.488
- Significant level: 5%
- Comparison: 1.721<9.488

Interpretation

Calculated chi square is less than the table value. Therefore null hypothesis, H0 is accepted. This shows that there is no relationship between gender and aware of safety welfare

8.1.4 HYPOTHESIS 4:

H0: There is no significant association between experience and bonus and incentives

H1: There significant association between experience and bonus and incentives

EXPERIENCE * BONUS.AND.INCENTIVES

Crosstabulation

Count

	BONUS.AND.INCENTIVES					Total
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	
0-5	1	7	10	5	3	26
5-10	12	20	18	8	4	62
11-15	3	10	5	9	1	28
15-20	2	6	6	0	0	14
Total	18	43	39	22	8	130

Chi square test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.273 ^a	12	.179
	19.250	12	.083
Linear-by-Linear Association	2.467	1	.116
N of Valid Cases	130		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .96

Chi square result

- Calculated value: 16.273
- Degrees of freedom: 12
- Table value: 21.026
- Significant level: 5%
- Comparison: $16.273 < 21.026$

Interpretation

Calculated chi square is less than the table value. Therefore null hypothesis, H_0 is accepted. This shows that there is no relationship between Experience, bonus and incentives

8. CONCLUSION:

This paper concludes that the performance appraisal is very necessary to the organisation. The success and failure of the organisation process depends on the performance of the employees. When the organisation analyse the performance of the employees continually then it gives the best exposure to the employees as well as organization. This was used to measure the individual performance in organization. The second is to create a performance measurement system that will advance one or more operational functions in an organization: personnel decision, compensation policy, communication of organizational objectives, and facilitation of employee performance.

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