A STUDY ON PERFORMANCE APPRAISAL AT TECUMSEH

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ABSTRACT:

Performance Appraisal is one of the inevitable and important and crucial utensils for all organizations, information provided by the performance appraisal is highly handy in decision making for multiple human resource aspects like performance growth and advancement in respective positions. Insights of performance appraisal will attach information and decision-making stages which provide footing for the acumen of effectiveness of the human resource by-products like recruiting, selection, compensation and training and development of employees. Employees has to aware their performance ranking and Supervisors are guided them to improve performance and trigger production.Critical areas are gonna recognized by performance appraisal and prepares future plan to meet organization goals.

Index Terms: Employee Performance, Appraisal system, Employee satisfaction and organization.

I.INTRODUCTION:

Performance appraisal is a method of estimating the behaviors of the employees in the workplace including both qualitative and quantitative aspects of the job performance and it indicates how an employee is fulfilling the job demands and it is always be in terms of the results. Performance appraisalnot only evaluates the performance of the employees but also his/her potential for development.

II.   OBJECTIVES OF THE STUDY:

1.   To study the performance appraisal implementation at TECUMSEH.
2.   To examine the factors that influences the performance appraisal at TECUMSEH.
3.   To evaluate data analysis and interpretation of performance appraisal based on the perception of satisfaction of employee in the organization.

III.   REVIEW OF LITERATURE :

1.   Idowu, Ayomikun O. : In terms of effectiveness, the study finds that the 360 degree performance appraisal system is quite effective in offering a comprehensive analysis of the employees' performance at Shine Communications. This is consistent with the reviewed literature, which underscores that 360-degree appraisal helps assess an employee's performance from different angles and is therefore reflective of the employee's actual performance (Sahoo & Mishra, 2012). In the case of graphical rating scale, the literature reviewed suggests that this traditional appraisal system tends to overlook a number of employee traits due to its standardised nature (Armstrong, 2009). The study findings however indicate that such as a scale still performs a useful role especially in work tasks that are based on explicit goals and quantifiable in nature.

2.   Ms.   Leena Toppo,Mrs.Twinkle Prusty:"Performance Appraisal is a system of reviewing and evaluating the individual or team task performance." The focus of performance appraisal system in most firms remains on the individual employees. An effective employees appraisal system evaluates the accomplishments and initiates the plans forgoals, objectives and development. Performance management contains all organizational processes that determine how well the employees, teams and the organization

performs. The process involves HR planning, recruitment and selection, T&D, and compensation. Performance appraisal and career planning and development are especially critical for its success.

3.   Muhammad Zohaib Abbas: The results of his study providesbetter understanding that employees have clear perception about performance appraisal. This study also reveals that the respondents assume that performance appraisal outcomes are significant and accurate towards employee performance. The study outcomes will reflect that performance appraisal impacts performance levels of the employees in an organization. The study reveals that its generalizability is low because of its small sample. Hence, future researchers have an option of expanding the scope of the study by using large and diverse samples. Therefore, they can also highlight the differences in the performance appraisal followed in different industries.

4.   Mr. M.A.M. Hussain Ali & H.H.D.N.P.Opatha:

Performance appraisal and perceived degree of business performance of apparel firms in Sri Lanka. It is more likely that an improvement of the quality of PA system of an apparel firm results in an improvement of business performance of the firm. No statistically significant differences exist between large apparel firms and non-large apparel firms with regard to perceived quality of PA and perceived degree of business performance. It is suggested that future studies be carried out to test the validity of the second and third hypotheses by taking the two independent samples (large apparel firms and non- large apparel firms) which are similar exactly or approximately in terms of sample size.

5.   Mr.Dina Van Dijk and Michal M Schodl:They have pointed out some of the landmarks in the performance appraisalliterature and discussed the various factors which are threat for the PA process success. Raters lack of accuracy and judgment biases of the ratings can threaten the validity of PA. The organizational conditions that often limit the opportunities to observe all the workers sufficiently, will be threatening to the procedural justice. Also, the rater does not always master the delicate skills needed for providing effective feedback, and lastly, leadership biases, such as preferring in-group members, are also a possible threat to this process.

IV.   RESEARCH METHODOLOGY:

It is the scientific way to resolve the research problem. Thisincludes discovering all possible means of solving the research problem; study the different methods one by one and arriving at the best conceivable method considering the resources at the clearance of the researcher.

V.   METHODS OF DATA COLLECTION :

Primary data :

The primary data is composed by a questionnaire in OFMK distributed among the employees to gather information.

Secondary data:

The secondary data has been composed from

1. Reviews of books, Websites, Digital libraries, journals and online database.

Research tools :

A prepared questionnaire has been set to get the connected information from the respondents. The questionnaire covers of a change of questions obtainable to the respondents for their response. The several types of questions are used in this survey are:

1.   Closed ended questions
2.   Multiple choice questions

Sample size:100 Ratio : 1:3 Statistical methods :
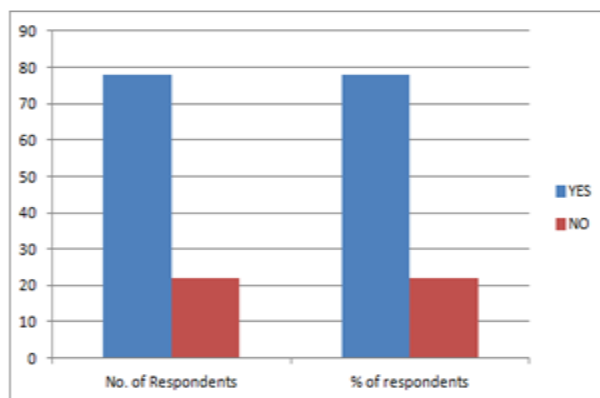
1.   Bars & charts
2.   Percentage analysis

Statistical tools:Annova

Variables:Independent   -Gender, age, education, Dependent - Factors.

VI.   DATA ANALYSIS& INTERPRETATION : Data analysis has been done by arranging the data in a simple table form and percentages are calculated.

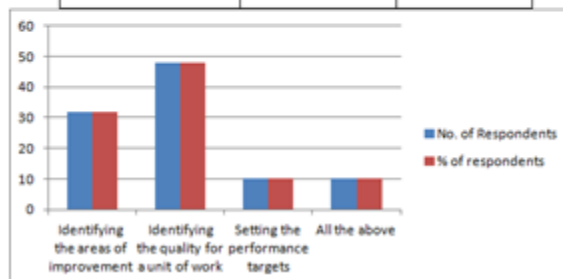**Table 1 :Is** performance appraisal necessary in a company?

Particulars	No. of Respondents	% of respondents
YES	78	78
NO	22	22
TOTAL	100	100

INTERPRETATION: It was found that of the 78% employees felt that the performance appraisal is needed in a company and 22% felt that it is not needed.

Table 2 : Performance appraisal rating is used to

Particulars	No. of Respondents	% of respondents
Identifying the areas of improvement	32	32
Identifying the quality for a unit of work	48	48
Setting the performance targets	10	10
All the above	10	10
Total	100	100

INTERPRETATION: About the uses of Performance appraisal system, 32% have said that appraisal system helped them to identify areas of improvement, to 48% it helped in identifying quality for a unit of work, to 10% it helped in setting performance targets and to 10% it was helpful in all the above areas. With this study we can say that the P.A is helpful in one way or the other way to the employees.

Table 3 : Do you think that a good workman gets motivated with frequent Performance Appraisal? Is conducted?

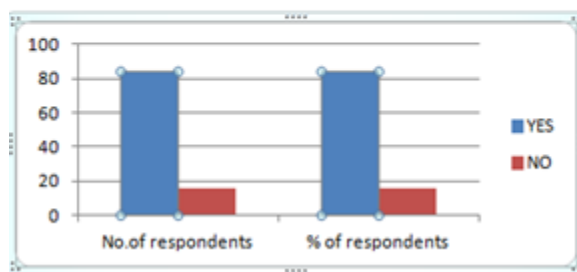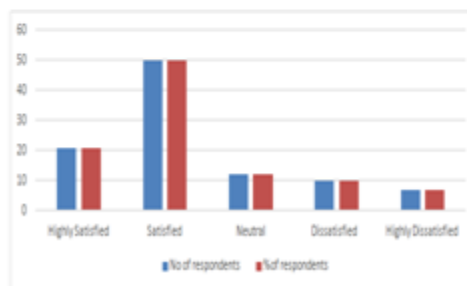| particulars	No.of respondents	% of respondents
YES	84	84
NO	16	16
TOTAL	100	100

Table 4: Adequacy of strength and weakness and employee counseling of employees in organization.?

Particulars	No of respondents	%of respondents
Highly Satisfied	21	21
Satisfied	50	50
Neutral	12	12
Dissatisfied	10	10
Highly Dissatisfied	7	7
Total	100	100

INTERPRETATION: About the Adequacy of strength, weakness and employee counseling , 21% respondents were highly satisfied, 50% were satisfied,12% were neutral,10% were dissatisfied and 7% highly dissatisfied.

VII.   STATISTICAL ANALYSIS: HYPOTHESIS :

H0:There is no significant relationship between the appraisal system identifying the strength and weakness of employee and also employee counseling.

H1:There is a significant relationship between the appraisal system identifying the strength and weakness of employee and also employee counseling.

CHI SQUARE TEST:

OPINION	VERY GOOD	GOOD	NEUTRAL	BAD	VERY BAD	Total
HIGHLY SATISFIED	10	-	-	-	4	14
SATISFIED	-	13	-	23	-	36
NEUTRAL	-	-	25	3	-	28
DISSATISFIED	4	-	14	-	-	18
HIGHLY DISSATISFIED	1	-	-	-	3	4
Total	15	13	39	26	7	100

Observed frequencies(O)	Expected Frequencies (E)	$(O-E)^2$	$(O-E)^2/E$
10	2.1	62.41	29.72
4	0.98	9.1204	9.31
13	4.68	69.22	14.79
23	9.36	186.05	19.87
25	10.92	198.24	18.15
3	7.28	18.31	0.515
4	2.7	1.69	0.625
14	7.02	48.72	6.940
1	0.6	0.16	0.267
3	0.28	7.398	26.42
Calculated value			128.607

Calculation value:128.607 Table value:11.070

INTERPRETATION: Calculated value of chi square test is 128.607 is greater than the table value is 11.070 where H1 is accepted and we are reject H0. Hence there is no significant relationship between the appraisal system identifying the strength and weakness of employee and also employee counseling.

VIII.   FINDINGS:

1. The management was giving requisite training to workers in the areas where they are weak.
2. Workers awareness about the fact that the appraisal is one of the factors for promotion was cent percent.
3. Performance appraisal system is considered as a means that aim at identifying the areas of improvement, identifying areas of training and development setting performance target for future.

IX. CONCLUSION:

Proper communication of these ratings can help the employers achieve the level of acceptability and commitment which is required from the employ.From the survey, we can also tell that appraisee's seek a post appraisal interview to be there where they will be given a proper feedback about their performance and they can even put forth their complaints if there are any. The appraisal should be followed by a session of counseling

which is generally neglected in many of the organizations.Counseling involves helping the employees to identify their strengths and weaknesses to contribute to their growth and development.

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