

A Study, On Performance Appraisal of Employees in Vivahousing & Aura Homes

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Abstract: A performance appraisal is known by other terms like employee appraisal, performance review. It is a method by which the job performance of an employee is measured in terms of quality, quantity, cost, behaviour and time. It is conducted by self, peers, seniors and junior. But generally in formal method it is conducted by the immediate manager or supervisor under whom the person is directly working. A performance appraisal is a part of measuring, comparing, finding, guiding, correcting and managing career development of the employees. It is the process of gathering, recording and critically analysing information about the relative importance of employees to the organization. Performance appraisal is study of present achievements, and failures, personal strengths and weaknesses, and suitability for incentives, rewards and recognition, increased pay scale, promotion or further training. Finally it shows the suitability of the person at present job to the organization.

Keywords: Performance Appraisal, Organization, Individual, Regression, Correlation, Residual analysis, Chi square test.

1. Introduction

Organisations are set up to achieve certain objectives. Achievement of goals or targets depends upon the performance of individual employees. The objectives can be fulfilled when the tasks are assigned to the employees and they perform the tasks. Otherwise these cannot be fulfilled. Now the question arises how far the work has been done as per the planning. The responsibility, accountability and performance standards have been met or not. Hence it is quite necessary to understand as to what extent employees have been successful at their jobs for achievement of their goals. This information will be available when the performances of employees have been evaluated at the end of the year. If it is not done then the management will not come to know the exact position about the targets achieved. They will be in the dark and there will be chances of planning failure. The planning is done in the beginning of performance management process.

2. Review of Literature

Maximizing performance is a priority for most organizations today, (Mathis et al, 2004). Every employer desires that his employee does his or her job well and this can be achieved through managing performance.

Literature available indicates that a lot of researches have been conducted on performance appraisal. However, for this study, this literature review is focused on performance management, performance appraisal in general, the history of performance appraisal, consequences of appraisal, design of appraisal system, effective appraisal system, training of appraisers, appraisal feedback and motivation.

It is always important for managers and supervisors to get the best performance from their workforce in terms of levels of production and quality of output (Foot and Hook, 2005). In order to achieve this, certain systems or programmes such

as performance appraisal need to be put in place.

The performance appraisal is an important stage in this process. It shows as per planning of objectives, performance standards and behaviour the communication, counseling, coaching, motivation and feedback have been given or not. Finally to see what is the impact of these planning and action on the performance of the employees. The performance standards regarding quality, quantity, cost and behaviour have been achieved or not. So it becomes necessary to carry out the performance appraisal of every one for smooth working of the organisation. Thus performance appraisal forms an important part of HRM. Performance appraisal is mainly used for three purposes

Objectives of the Study

- Evaluation of an employee's performance helps to take management decisions on transfers, promotions, increments etc.
- The feedback presided after evaluating the performance of an individual acts as a motivator.
- The Performance appraisal acts as a validation of the selection procedure.
- Performance appraisal or an individual's performance evaluation helps in designing the reward system

3. Methodology

Research methods can be classified in different ways, the most common distinction is between the quantitative and the qualitative approaches (Myers, 20071). Quantitative approaches were originally used while studying natural sciences like: laboratory experiments, survey methods and numerical methods. This study typically takes the form study of secondary data available on performance appraisal system of select organisations. The interviews have also been done to understand and conclude the effectiveness of the process. Individual interviews have the advantages of providing very rich information and avoiding the influence

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of others on the opinion of any one individual

Chi Square Test-1

The Chi-Square test is the widely used non-parametric statistical test that describes the magnitude of discrepancy between the observed data and the data expected to be obtained with a specific hypothesis

Hypothesis

- 1) **Null Hypothesis H0:** There is no significant relationship between the gender of the employee and the factors contributing to employee morale.
- 2) **Alternate Hypothesis H1:** There is a significant relationship between the gender of the employee and the factors contributing to employee morale.

1) Data Analysis Table 1.

Gender Wise Classification of Response

Particular	No. of response	Percentage
Female	45	45%
Male	55	55%
Total	100	100

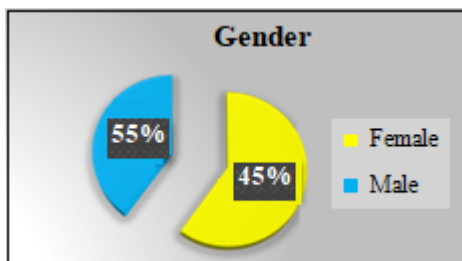


Figure 1

Table 2: Distribution of Respondents According to their Age

Particular	No. of Response	Percentage
20-30	81	81%
30-40	13	13%
40-50	6	6%
Total	100	100

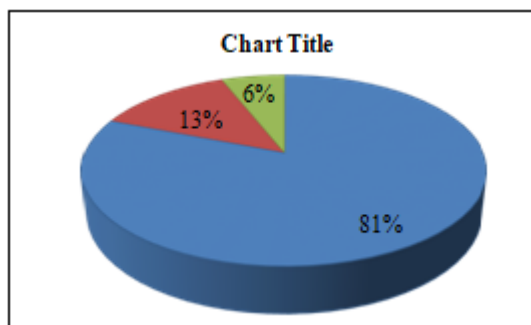


Figure 2

Table 3: Respondents according to their Education

Particular	Response	Percentage
DIPLOMA	5	5%
UG	36	36%
PG	24	24%
HSC	14	14%
SSLC	21	21%
TOTAL	100	100%

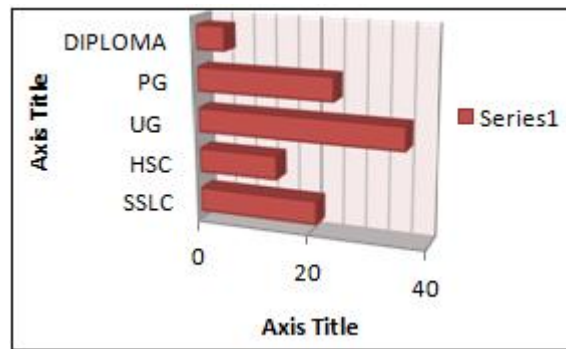


Figure 3

Table 4: Number of years service in this Organization

Particular	No. of Response	Percentage
Below 1years	2	2%
1-2 years	7	7%
2-3 years	30	30%
3-4 years	16	16%
4 Above	45	45%
Total	100	100%

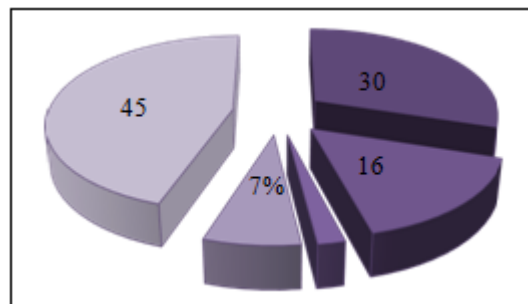


Figure 4

Table 5: In your Opinion Performance Appraisal is?

Particular	No. of Response	Percentage
Evaluation of Employees	28	28%
Promotion of employees.	43	43%
Job satisfaction of employees	29	29%
Motivation	-	-
TOTAL	100	100%

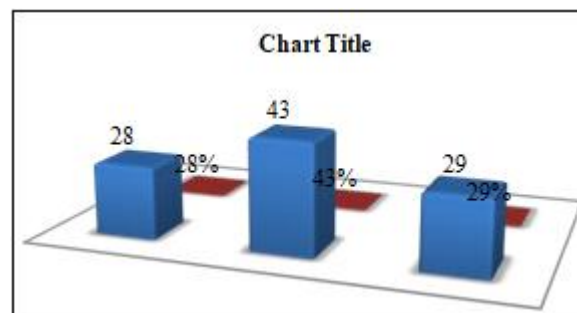


Figure 5

Table 6: Do you receive any increment in your salary after performance Appraisal?

Particular	No. of Reponses	Percentage
Yes	60	60%
No	17	17%
Maybe	23	23%
Total	100	100%

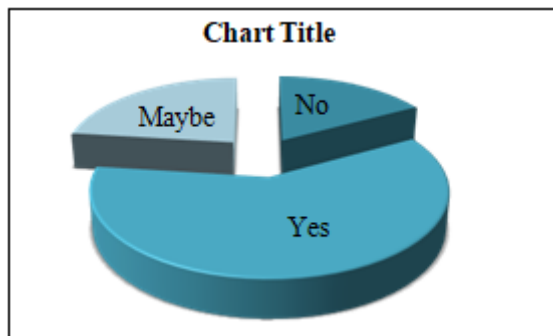


Figure 6

Chi-Square Test

	Value
Pearson Chi-Square	.285 ^a
Likelihood Ratio	.285
Linear-by-Linear Association	.014
N of Valid Cases	110

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 2.14.

- Majority 55% of respondents are in the **male** employees.
- Majority 81% of respondents are in the age between **20 Above years**.
- Majority 36% of respondents have completed their **Under Graduation**.
- Majority 45% of respondents are **4 Years Above**.
- Majority 43% of respondents are working **Promotion of Employees**.
- Majority 60% of respondents are **Yes**.

4. Conclusion

The findings in this research have showed that it is essential to have an effective performance appraisal system. The system should be free from bias so that employees are afforded the chance to get a fair appraisal. It shows that if appraisals are not fair, then an employee would not be aware of their true performance level. This could affect their opportunity for advancement in their jobs in the future. It can also affect employees' moral as good appraisal results motivate employees to work even harder. Therefore, inaccurate ratings results in frustrated employees, inappropriate rewards and punishment.

Findings suggest that public officers need to become acquainted with the organization's purpose and objectives. It will help them to feel more apart of the process and amplify their desire to contribute more. Hence they would be performing at their best and would not require raters to grade leniently or grade based on perceptions. The reason being, is that they would see employees performing at their best so their will be no need for bias.

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