



# A Study on Effectiveness of Performance Appraisal System and Employee Satisfaction in Manganese Ore India Limited (MOIL)

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## 1) ABSTRACT:

The study resolved to know whether Manganese Ore India Limited has been using Performance Appraisal as a tool for Managerial Development and Employee Career Enhancement. MOIL is a Schedule “A” Miniratna Category-I Corporation. MOIL was initially incorporated as Manganese Ore (India) Limited in the year 1962. Later, the name of the Company was improved from Manganese Ore (India) Limited to MOIL Limited during the financial year 2010-11. Recently MOIL controls 11 mines seven situated in the Nagpur and Bhandara districts of Maharashtra and four in the Balaghat district of Madhya Pradesh. The advance reading identified that there was no consistent data to show that the procedure of performance appraisal for developing purposes enhanced the efficiency level of the employees at the MOIL in Nagpur. Personal data was collected from the internal surveys of Employee’s Attitudes. The MOIL internal surveys showed that employees were more satisfied with an appraisal.

**Keywords:** Performance Appraisal, Managerial Development, Employee Career Enhancement, Employee’s Attitude.

## 2) INTRODUCTION:

**Cummings**, “The general objective of performance appraisal is to increase the efficiency of an enterprise by trying to collect the best possible efforts from individuals employed in it. Such appraisals attain four purposes with the salary reviews, the development and training of individuals, planning job rotation, and assistance promotions”.

### Factors Obstructing Impartial Assessment:

- ★ Advantage complex of the superior reporting officer.
- ★ Overall performance assessment does not take place only certain incidences are assessed.
- ★ Record of the subordinate.

- ★ Behaviour of the subordinate.
- ★ Ability of the subordinate to exercise influence at a higher level.

**Punctuality:** Punctuality mentions to the gradation to which an employee is on period for effort. You may select to contain presence in this performance issue.

**Accountability:** Accountability mentions to the procedure by which employees take duty for their movements if an error happens and recognize how their job upsets the efficiency of the rest of the office.

**Quality of work:** Quality of work is a factor that allows you to assess the overall quality of the work they contribute to your organization.

**Quantity of work:** Quantity of work is a way of measuring productivity within the workplace. Degree the amount of work by associating the number of responsibilities they complete in a given time edge to the needs of the company.

**Time management:** Time management is the procedure by which employees encounter limits and allocate particular amounts of time to confident jobs.

**Teamwork:** Teamwork refers to the degree to which an employee works well with their co-workers.

**Reliability:** Reliability can encapsulate factors such as punctuality, productivity, and work quality to assess how dependable your employees are.

**Communication abilities:** The degree to which an employee can communicate with their co-worker, superiors, or subordinates may be an important performance appraisal factor. This comprises oral communication, written communication, and interpersonal communication.

**Leadership capabilities:** Especially for those seeking management positions, leadership capabilities show how well a person can lead a team and model exemplary performance on the job.

**Skills and job expertise:** Another potential factor is the amount of industry knowledge and skills that an employee demonstrates in their daily job duties.

#### **The Performance Appraisal data are useful in the following ways:**

- ❖ It can serve as a useful basis for promotion and job rotation. Based on this, future requirements can be projected or curtailed.
- ❖ It helps in determining appropriate salary increases and bonuses for workers based on performance measures.
- ❖ It can provide suitable information for formulating training and development programs. If an employee is not performing up to expectations, a training program may enable him to correct any skill or knowledge deficiencies.
- ❖ It can motivate employees by showing them where they stand and establishing a data bank on appraised for rendering assistance in personal decisions.

**Some of the common errors in Performance Appraisal are:**

**First Impression:** The general saying is “First impression is the last impression”. The appraiser’s opinion about the rate is based on first impression and the evaluation is not appropriate although the performance of the candidate is up to mark.

**Halo Effect:** When an appraiser draws a general impression about an appraisee based on a single trait such as sociability, intelligence attitude, etc. then the halo effect is operating.

**The key positive outcomes of Performance Appraisal:**

- The individual whose performance is appraised may grow an improved motivation to achieve effectively.
- The self-assurance of the individual being appraised can increase.
- The job of the individual being appraised might be simplified and better defined.
- Valuable communication can take place among the individuals taking part (that also includes communication between the subordinate and the superior).
- Rewards such as pay and promotion can be distributed on a fair and credible basis.
- Organizational goals can be made clearer, and they can be more readily accepted.
- Valuable appraisal information can allow the organization to do better manpower planning, test validation, and development of training program.
- Better and timely service provision, thus greater citizen satisfaction.
- Makes bureaucrats more accountable for their actions. So it is a change of attitude from the old notions of public administration.

**3) LITERATURE REVIEW**

A literature review is a serious point of current knowledge on particular topics.

**Shreya Rustum Virani, (2012)**, this paper is discusses on performance management has become more important because managers are under constant pressure to improve the performance of organizations. Now realize the performance of organizations influences the organization’s continued existence and success. The increasing realization that one of the Key roles of managers is to manage employee performance is the key to the success of management in general and performance management in particular. **Ashima Aggarwal & Gour Sundar, Mitra Thakur, (2013)**, this study investigated on Performance appraisal system used in organizations to measure the effectiveness and efficiency of employees. Performance Appraisal arrangement is required because each employee has a dissimilar approach to knob the work. Performance Appraisal tends to improve work performance, and communication expectations, determining employee potential and aiding employee counselling. **Choi Sang Long & Tan Owee Kowang, (2013)**, this paper discusses the issues about the implementation of performance appraisal exercise in organizations. This workout is thought to develop employees’ capability and efficiency. However, poor execution of performance appraisal exercises can be detrimental, especially to organizational performance. **Nadeem Iqbal, et.al (2013)**, this paper discusses Employee performance as a major issue in an organization. Our study focuses on finding out the impact of performance appraisal on employee performance and also analyses how motivation affects the relationship

between performance appraisal and employee performance. **Rusli Ahmad & Sopian Bujang, (2013)**, this paper is discussed every organisation; employees play a vital role in determining survival. Employees become the ultimate asset to ensure that the organization operates as planned. The relationship between the appraisal system and the organization's strategy is used as a strategic tool to achieve the organization's vision. **Shivali Jindal, Laveena, Navneet, (2015)**, an evaluation of previous performance is experienced by the vast majority of recruits each year. The management of presentation equal is the amount up of performance appraisal arrangements. This is a continuous and interactive process designed to motivate employees and check capability with the main motive of facilitating productivity.

#### 4) RESEARCH OBJECTIVES

**The following are the main objectives frame for the research work**

1. To Study on Effectiveness of Performance Appraisal System and Employee Satisfaction in MOIL.
2. To Study and understand the affecting factors of the Performance Appraisal System on Employee Performance in MOIL.
3. To measure the Effectiveness of the performance of employees through the Performance Appraisal System and Employee Satisfaction at MOIL.

#### 5) RESEARCH METHODOLOGY

**Analysis daily data collected from 2022 to 2023 are used.**

Study Instrument	: Single Meeting.
Examination Mission	: Descriptive
Data Category	: Primary & Secondary records
Connection Technique	: MOIL Records Survey, By Phone, Personal Meeting.
Sample size	: 500
Sampling Technique	: Random Sampling Technique
Analysis Methods	: Percentage Analysis with Likert Rating Scale 1-5

#### 6) RESULTS AND DISCUSSIONS:

**Performance Appraisal System Consider the following factors for Employees Performance:**

- Training and Development : A
- Quality and Quantity of work : B
- Pressure on Employees : C
- Time Management : D
- Teamwork and Feedback : E
- Punctuality and Accountability : F
- Skills and Job Expertise : G
- Salary Increase and Promotion : H

Options No.	Options Rating	Score level	Assigned Score
1	Always/Strongly Agree/ Outstanding	80% - 100% achievement	5 means = 1.00
2	Agree / Often / Very good	60% - 80% achievement	4 means = 0.80
3	Neutral / Occasionally / Good	40% - 60% achievement	3 means = 0.60
4	Rarely/Disagree/Below Agree	20% - 40% achievement	2 means = 0.40
5	Never / Strongly Disagree	0% - 20% achievement	1 means = 0.20

Table1.1 Attained Average Score against 5-Point Scale

Responses of Planning of Work									
Resp / Ver	A	B	C	D	E	F	G	H	Total
TOTAL	158	162	159	170	165	180	177	171	1342
AVG	1.58	1.62	1.59	1.70	1.65	1.80	1.77	1.71	1.6775

Responses of Monitoring Performances									
Resp / Ver	A	B	C	D	E	F	G	H	Total
TOTAL	153	159	163	160	170	162	166	169	1302
AVG	1.53	1.59	1.63	1.60	1.70	1.62	1.66	1.69	1.6275

Responses of Capacity Growth for Performance									
Resp / Ver	A	B	C	D	E	F	G	H	Total
TOTAL	163	157	165	170	152	164	158	167	1296
AVG	1.63	1.57	1.65	1.70	1.52	1.64	1.58	1.67	1.62

Responses of Rating Performances									
Resp / Ver	A	B	C	D	E	F	G	H	Total
TOTAL	171	169	180	176	168	159	164	162	1349
AVG	1.71	1.69	1.80	1.76	1.68	1.59	1.64	1.62	1.6863

Responses of Rewarding Good Performances									
Resp / Ver	A	B	C	D	E	F	G	H	Total
TOTAL	159	164	173	166	170	180	163	169	1344
AVG	1.59	1.64	1.73	1.66	1.70	1.80	1.63	1.69	1.68

Sample	Resp. / Ver.	Planning of Work	Monitoring Performances	Capacity Growth	Rating Performances	Rewarding Good Performances	Weightage
Sample NO 01 TO 100	A	158	153	163	171	159	804
	B	162	159	157	169	164	811
	C	159	163	165	180	173	840
	D	170	160	170	176	166	842
	E	165	170	152	168	170	825
	F	180	162	164	159	180	845
	G	177	166	158	164	163	828



	<b>H</b>	171	169	167	162	169	<b>838</b>
<b>SUM</b>		<b>1342</b>	<b>1302</b>	<b>1296</b>	<b>1349</b>	<b>1344</b>	<b>6633</b>
<b>Mean Value</b>		<b>167.75</b>	<b>162.75</b>	<b>162.00</b>	<b>168.63</b>	<b>168.00</b>	<b>829.125</b>

<b>Variables</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>Total</b>
<b>Weightage</b>	<b>804</b>	<b>811</b>	<b>840</b>	<b>842</b>	<b>825</b>	<b>845</b>	<b>828</b>	<b>838</b>	<b>6633</b>
<b>Resp. Avg.(500)</b>	<b>1.608</b>	<b>1.622</b>	<b>1.68</b>	<b>1.684</b>	<b>1.65</b>	<b>1.69</b>	<b>1.656</b>	<b>1.676</b>	<b>1.65825</b>

**Table 1.2 Results of Performance of Employees through the Performance Appraisal System and Employee Satisfaction at MOIL**

<b>Employees Performance and Efficiency Improvements for all affecting factors</b>	<b>Avg Score Against 5 Point Scale</b>	<b>% of Performance Progresses</b>	<b>% of Performance till not Improvements</b>
Planning of Work	1.6775	66.450	33.550
Monitoring Performances	1.6275	67.450	32.550
Capacity Growth	1.6200	67.600	32.400
Rating Performances	1.6863	66.274	33.726
Rewarding Good Performances	1.6800	66.400	33.600
<b>Avg %</b>	<b>1.6583</b>	<b>66.8348</b>	<b>33.1652</b>
<b>Performance</b>	<b>66.8348 % ( 60 % - 80 % achievement ) Very good</b>		

<b>Parameters (Variables)</b>	<b>Weightage</b>	<b>Resp. Avg. (500)</b>	<b>% of Performance in Improvements</b>	<b>% of Performance not Improvements</b>
<b>A: Training and Development</b>	804	1.608	67.84	32.16
<b>B: Quality and Quantity of work</b>	811	1.622	67.56	32.44
<b>C: Pressure on Employees</b>	840	1.680	66.40	33.60
<b>D: Time Management</b>	842	1.684	66.32	33.68
<b>E: Teamwork and Feedback</b>	825	1.650	67.00	33.00
<b>F: Punctuality and Accountability</b>	845	1.690	66.20	33.80
<b>G: Skills and Job Expertise</b>	828	1.656	66.88	33.12
<b>H: Salary Increase and Promotion</b>	838	1.676	66.48	33.52
<b>% of Average Performance</b>			<b>66.835 %</b>	<b>33.165 %</b>

### Results and Discussions:

The Outcomes and Considerations have been pinched from the analysis and data interpretations.

- The Strategic Positioning of the Performance Appraisal System inspires Administrative Objectives and Purposes to improve the decision-making performance of Manganese Ore India Limited.
- Performance Appraisal System showing that HR's person is to launch and implement an innovative roadmap for measured Performance Appraisal System in Manganese Ore India Limited.
- Analysis table's authorization about the Performance of Employees through the Performance Appraisal System and Employee Satisfaction at MOIL. All employees Capacity Growth in Production and Quality

Performance Expansions is Necessary. Decreasing the average **33.1652 %** of affecting factors they cannot complete all production objectives in the HRM Department.

- Management's crucial consideration on constant learning and job movement's platform for Skills and Job Expertise. Managers should be involved in policy decisions to reduce Pressure on Employees. Respectable Performance necessity provides chances to produce employee Salary Increases and Promotions. Also, the Worker Act is increased by economic benefit.

## 7) CONCLUSIONS

Conclusion based on examination of findings and discussion:

- ★ Actual Performance Appraisal System is a nonstop activity beginning with Planning of Work, Monitoring Performances, Capacity Growth, Rating Performances, and Rewarding Good Performances through periodic evaluations and concluding in traditional yearend evaluation. It is designed to improve the overall functioning of an organization.
- ★ The employee should be made aware of the organisation's expectations and norms used for evaluation in Manganese Ore India Limited.
- ★ The employee should have the right to raise his voice against partial practices in rating Manganese Ore India Limited. Such provision for hearing should be built into the appraisal. Systemic evaluation and potential evaluation should be clearly distinguished for the benefit of the employee in Manganese Ore India Limited.
- ★ Performance appraisal should ultimately become a development-oriented evaluation approach in Manganese Ore India Limited.

## 8) SCOPE FOR FUTURE RESEARCH / RESEARCH IMPLICATION

- This study has much scope for upcoming research. The study can be extended number of respondents for a more accurate conclusion regarding the Performance Appraisal practices in MOIL.
- As there was a period bound in the investigation of work so investigation was directed over **500 respondents** only. The study is based on the Primary data collection by design questionnaire of the researchers. Throughout the investigation, the MOIL staffs were non-cooperative in finishing the questionnaire.
- Performance Appraisal practices are growing in MOIL by **8.3 %** per year, so the possibility of Performance Appraisal practice repetition in MOIL will also grow by an equal percentage.

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