



Title: A Study on Performance Appraisal System in security service/ cleaning company

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ABSTRACT

Changing economic and social factors have made the concept of performance appraisal of employees is very relevant for research and analysis. For better understanding the performance appraisal of employees, the research was carried out in DAY 'N' DAY services private limited Chennai. The primary objective of the study is to appraise the performance of employees. A survey was conducted by preparing a structured questionnaire which contains dichotomous, closed & open end questions. Convenient sampling technique was adopted for selecting sample units from the employees. A sampling size 90 respondents selected for analysing their opinion regarding performance appraisal. The results were presented with the help of different charts and diagrams. Findings of the study were drawn from the analysing of data's, suggestions and conclusions have been made based on the findings.

Keywords: Performance Appraisal, Appraisal Methods, Performance measurement

Introduction

Performance appraisal (pa) is one of the important components in the rational and systemic process of human resources management. The information obtained through performance appraisal provides foundations for recruiting and selecting new hires, training and development for existing staff and motivating and maintaining a quality work force by adequately and properly rewarding their performance. The evaluative purpose is intended to inform people of their performance standing. The collected performance data are frequently used to reward high performance and punish poor performance. The developmental purpose is intended to identify problems in employees performing the assigned task. The

collected performance data are used to provide necessary skill training or professional development. Performance appraisal is being practiced in 90% of the organizations worldwide/self-appraisal and potential appraisal also forms a part of the performance appraisal process.

Objectives of the Study

- To measure the extent of Performance Appraisal helps in identifying the training needs.
- To find out the degree of employees satisfaction of the present Performance Appraisal System.
- To provide suggestions to improve the Present Appraisal System

Review of Literature

Ellen V Rubin and Amani Edwards (2018) analyzed that efficiency of performance appraisal programs and connection among the appraisal arrangement and appraisal prejudice complaint. For fulfillment of any performance appraisal process worker perceptions of the fairness of critiques of performances is fundamental and from performance appraisal and suitable coaching and voice possibilities helps in growing of appraisal discrimination complaints. So for better efficiency appraisal process, the focus will have to be on making improvements to the interpersonal verbal exchange as an alternative than redesigning the appraisal systems.

Nathan B.R, Mohrman, M & Milliman (1991) studied that there is a considerable agreement that organizations can advantage from using performance appraisal programs. It states that both supervisors and employees have bad and optimistic reactions to the method, so without figuring out individual employees' reactions to performance appraisal method, it's much less seemingly for performance appraisal to be used for its original ambitions.

Michal Biron, Elaine Ferndale & Jape Paawwe (2011) analysed that the success of the performance appraisal method may rely on learn how to control the workers' perceptions of its fairness and no longer the fairness, so the function of performance value determinations acts as a motivational software for performance appraisal and it describes that efficiency of perceived fairness of performance appraisal programs.

Catherine Truss & Lynda Grattan (2006) studied the relationship between interdependence, pain with that of conducting performance appraisal, the study also offers with implications of performance appraisal and future areas of research on performance and cultural points.

M. Z Iqbal, S Akbar & P. Budhavar (2015) analysed that performance appraisal techniques and their packages act as an administration manage tools for attaining or for implementation of organizational targets and organizational efficiency. Performance appraisal is worthwhile for making improvements to worker performances and even reaching organizational pursuits

RESEARCH METHODOLOGY

- Research is a systematic search for suitable information for a specific objective. The research method adopted here is **Descriptive** in nature
- Sampling Technique: Convenient sampling technique was used in this study

Statistical Tools used for Analysis

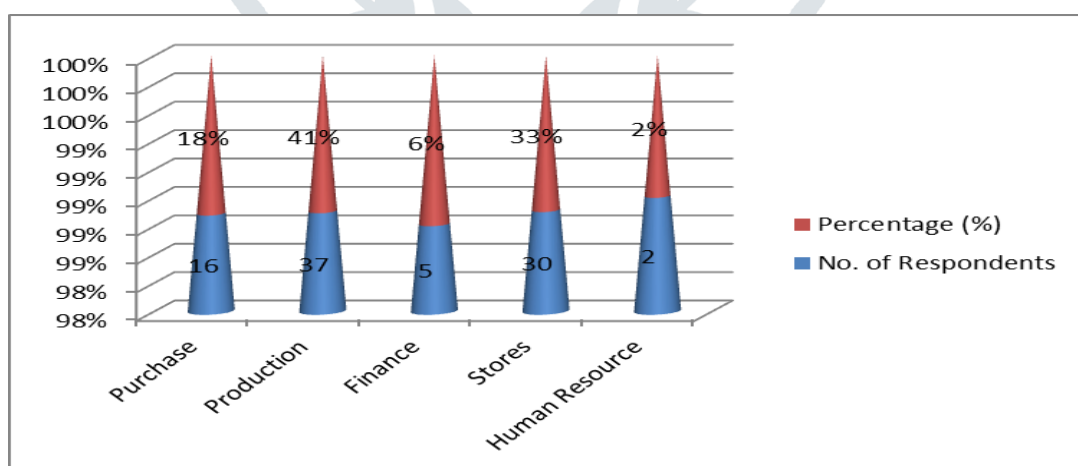
- Percentage (%) Analysis
- Chi – Square (χ^2) Test

DATA ANALYSIS AND INTERPRETATION**Table – 1 - Distribution of Respondents according to their Department**

S. No.	Department	No. of Respondents	Percentage (%)
1.	Purchase	16	18%
2.	Production	37	41%
3.	Finance	5	6%
4.	Stores	30	33%
5.	Human Resource	2	2%
Total		90	100%

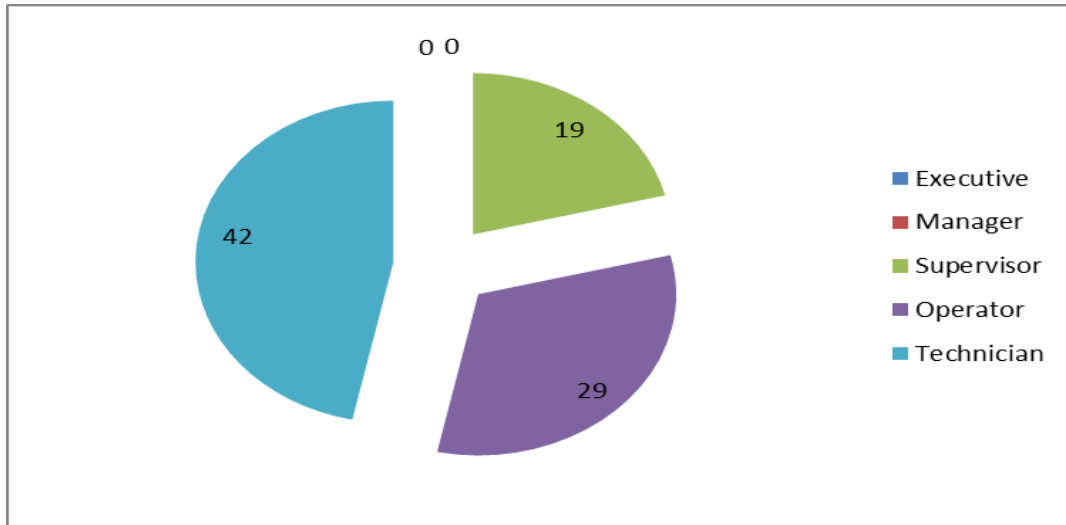
Interpretation:

The above table exhibits that 41% of the selected Respondents were working in Production Department, 33% of the Respondents were working in Stores Department, 18% of the Respondents were working in Purchase Department, 6% of the Respondents were working in Finance Department and the 2% of the Respondents were working in Human Resource Department.

Chart – 1 - Distribution of Respondents according to their Department**Table –2 - Distribution of Respondents according to their Designation**

S.No.	Designation	No. of Respondents	Percentage (%)
1.	Executive	0	0%
2.	Manager	0	0%
3.	Supervisor	19	21%

4.	Operator	29	32%
5.	Technician	42	47%
Total		90	100%



Interpretation:

The above table indicates that 47% of selected Respondents were Technician, 32% of the Respondents were Operators and 21% of the Respondents were Supervisors.

Chart –2 - Distribution of Respondents according to their Designation

Table – 3 Distribution of Respondents according to their Educational Qualification

S.No.	Educational Qualification	No. of Respondents	Percentage (%)
1.	Diploma	0	0%
2.	Under Graduation	14	16%
3.	Post-Graduation	9	10%
4.	Professional Studies	27	30%
5.	School Education	40	44%
Total		90	100%

Interpretation:

The above table reveals that 44% of the Respondents were Qualified with School Education, 30% of the Respondents were Professionals Studies, 16% of the Respondents were Under Graduates, and 10% of the Respondents were Post Graduates.

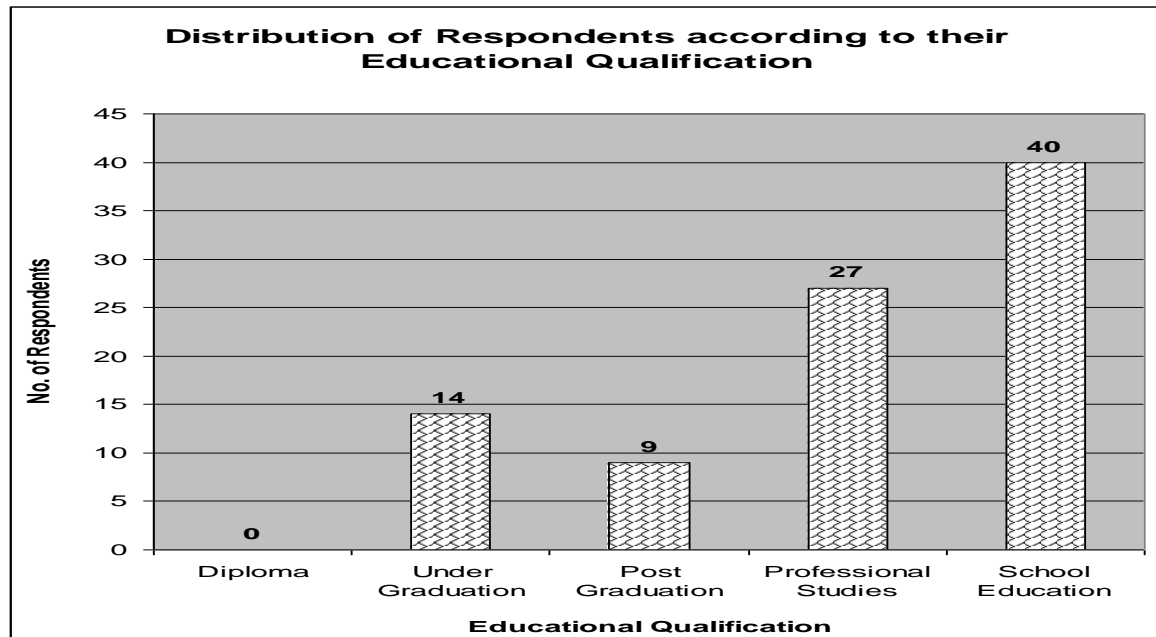


Chart – 3 Distribution of Respondents according to their Educational Qualification

Table – 4 - Respondents opinion about the organisation considers their acceptance for its proposed appraisal system

S. No.	Employee's Acceptance	No. of Respondents	Percentage (%)
1.	Highly Considers	0	0%
2.	Considers	8	9%
3.	Some times	37	41%
4.	Not Considers	45	50%
5.	Highly not considers	0	0%
Total		90	100%

Interpretation:

From the above table it is clear that 50% of the selected Respondents feel that their organisation is not considering their acceptance, 41% of them quoted sometimes, 9% of them quoted that their organisation considers their acceptance for its proposed system.

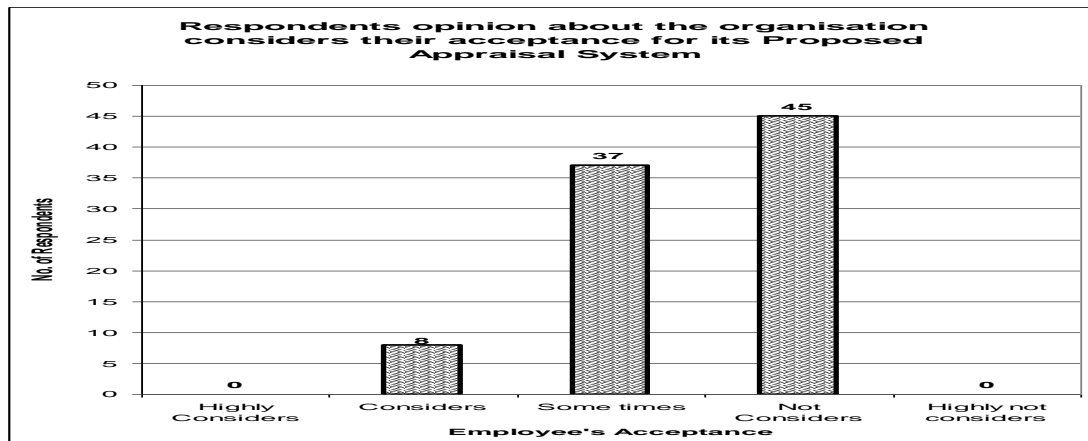


Chart – 4 - Respondents opinion about the organisation considers their acceptance for its proposed appraisal system

Table – 5 - Respondent’s opinion about the organisation considers the Union leaders acceptance for its Proposed Appraisal system

S. No.	Union Leader Acceptance	No. of Respondents	Percentage (%)
1.	Highly Considers	0	0%
2.	Considers	17	19%
3.	Some times	29	32%
4.	Not Considers	44	49%
5.	Highly not considers	0	0%
Total		90	100%

Interpretation:

The above table shows that 49% of the Respondents were quoted that their organisation non considers the Union Leaders acceptance, 32% of them quoted Sometimes, 19% of them quoted that their organisation considers the Union Leader acceptance for its Proposed Appraisal System.

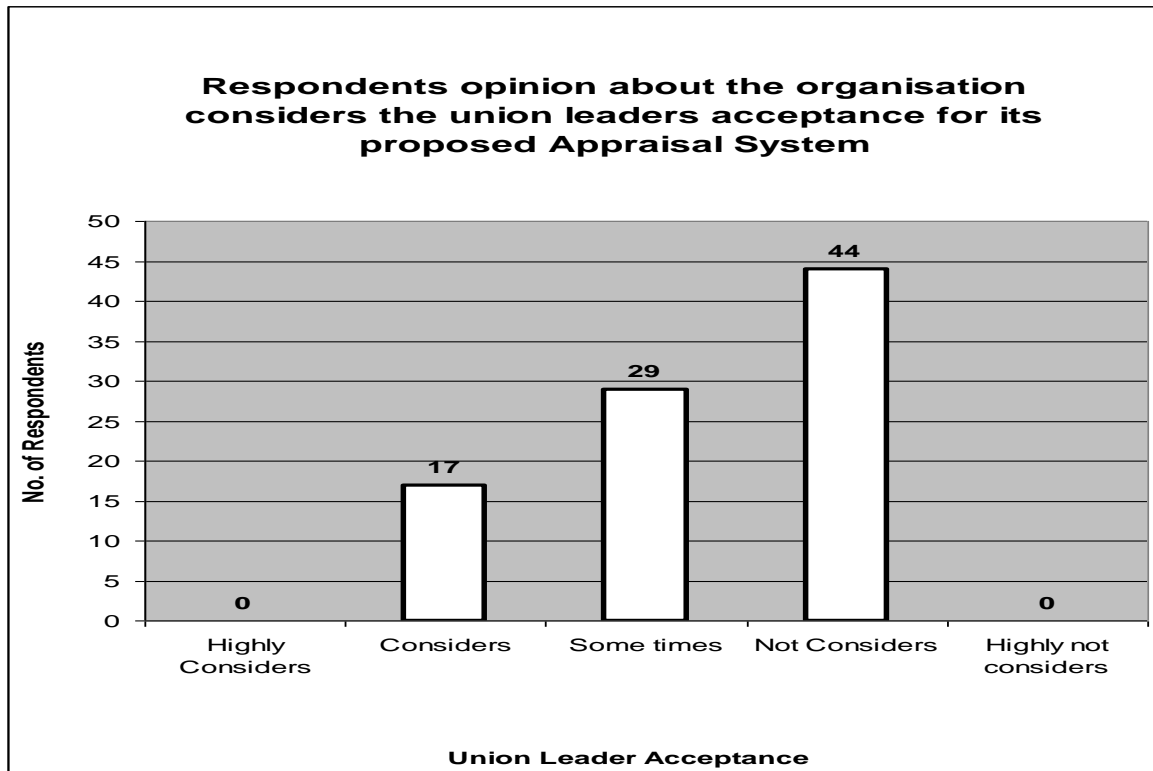


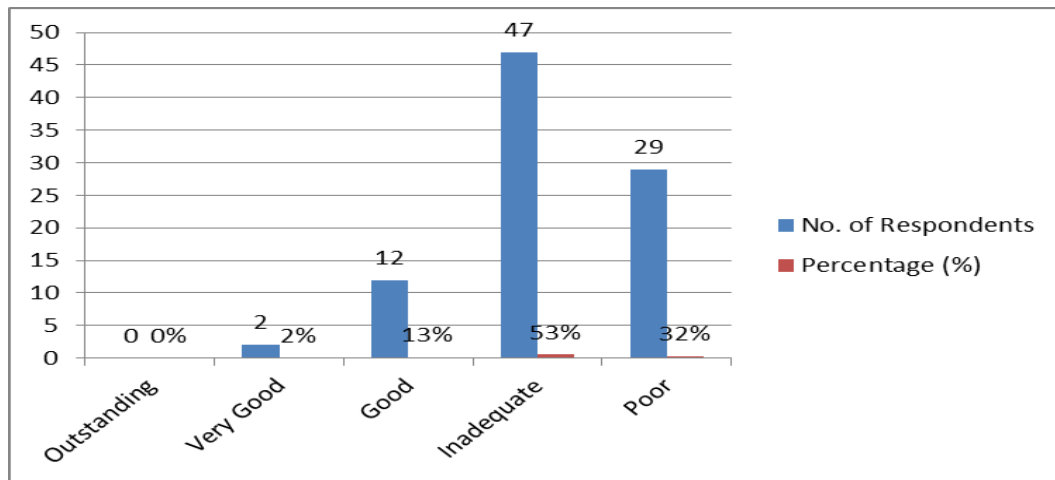
Chart – 5 - Respondent’s opinion about the organisation considers the Union leaders acceptance for its Proposed Appraisal system

Table – 6- Respondent’s opinion about their awareness on implementation practices Performance Appraisal System

S. No.	Awareness of Performance Appraisal System	No. of Respondents	Percentage (%)
1.	Outstanding	0	0%
2.	Very Good	2	2%
3.	Good	12	13%
4.	Inadequate	47	53%
5.	Poor	29	32%
Total		90	100%

Interpretation:

The above table indicates that 53% of the Respondents were quoted they are inadequate on the awareness, 32% of the Respondents were quoted Poor, 13% of the Respondents were quoted Good and 2% of the Respondents were Quoted Very Good.



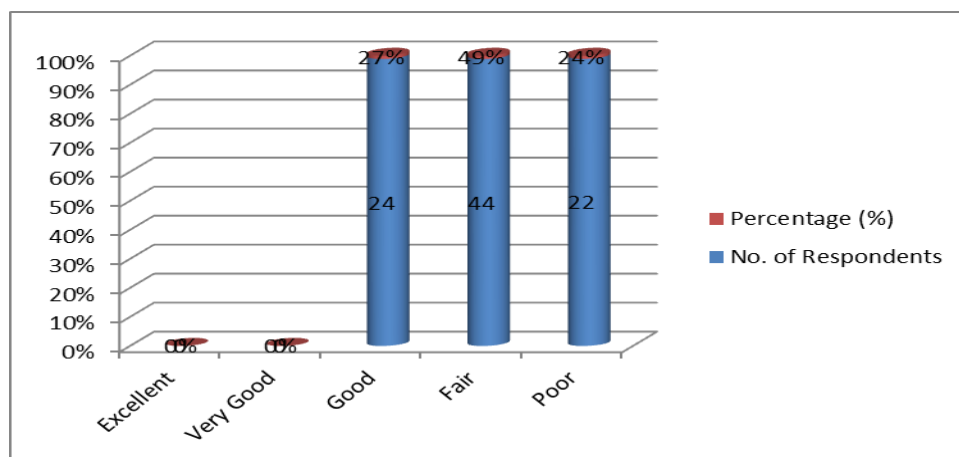
**Chart – 6- Respondent’s opinion about their awareness on implementation practices
Performance Appraisal System**

**Table –7- Respondents opinion about the criteria’s which used in Performance Appraisal System to
access the employee’s performance**

S. No.	Criteria Used	No. of Respondents	Percentage (%)
1.	Excellent	0	0%
2.	Very Good	0	0%
3.	Good	24	27%
4.	Fair	44	49%
5.	Poor	22	24%
Total		90	100%

Interpretation:

The above table clears that 49% of the Respondents were quoted the criteria which used in Performance Appraisal System were Fair, 27% of them were quoted Good, 24% of the Respondents quoted Poor.



**Chart –7- Respondents opinion about the criteria’s which used in Performance Appraisal System to
access the employee’s performance**

CHI-SQUARE TEST

Respondents opinion about the Awareness on the Performance Appraisal on the basis of their Experience

AWARENESS ON PERFORMANCE APPRAISAL & EXPERIENCE	OUTSTANDING	VERY GOOD	GOOD	INADEQUATE	Poor	TOTAL
Below 10 years	--	1	2	9	2	14
11 – 15 years	--	--	2	6	8	16
16 – 20 years	--	1	5	15	15	36
21 – 25 years	--	--	2	11	2	15
Above 25 years	--	--	1	6	2	9
Total	0	2	12	47	29	90

H₀:- There is no significant difference among the various years of Experience regarding the awareness on the Performance Appraisal

χ^2	DF	LS
20.569	16	5%

Interpretation:

The above table indicates that the computed value of 20.569 is lower than the table value. It is insignificant at 5% level of significance. Hence the null hypothesis (H₀) is accepted.

Respondents opinion about the Performance Appraisal has a tendency to Over rate (or) Under rate the employee performance on the basis of Department

TENDENCY TO OVER RATE (OR) UNDER RATE	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL

DEPARTMENT						
Purchase	--	5	7	3	1	16
Production	--	11	16	10	--	37
Finance	--	1	3	1	--	5
Stores	1	8	12	9	--	30
Human Resource	--	2	--	--	--	2
Total	1	27	38	23	1	90

H₀:- There is no significant difference among the various

Department regarding the Performance Appraisal has a tendency to over rate (or) under rate the Performance.

χ^2	DF	LS
9.755	16	5%

Interpretation:

The above table shows that the calculated value of 9.755 is lower than the table value. It is insignificant at 5% level of significance. Hence the null hypothesis (H₀) is accepted.

Respondents opinion about their satisfaction on Performance Appraisal System on the basis of their Designation

SATISFAC TION DESIGNAT ION	HIGHL Y SATISF IED	SATIS FIED	NEITH ER SATIS FIED NOR DIS SATIS FIED	DIS SATIS FIED	HIGH LY SATIS FIED	TO TA L
Executive	--	--	--	--	--	0
Manager	--	--	--	--	--	0
Supervisors	--	3	7	7	2	19
Operators	1	5	13	9	1	29
Technicians	1	10	18	13	--	42
Total	2	18	38	29	3	90

H₀:- There is no significant difference among the various Designations Regarding the employee's satisfactions on Performance Appraisal.

χ^2	DF	LS
4.702	16	5%

Interpretation:

The above table exhibits that the calculated value of 4.702 is lower than the table value. It is insignificant at 5% level of significance. Hence the null hypothesis (H₀) is accepted.

FINDINGS

- 37 out of 90 respondents working in production department.
- 42 out of 90 respondents were Technician.
- 44% of the respondents were qualified with School Education.
- 40% of the respondents were having experience of 16 – 20 years in the organisation.
- 50% of the respondents said that organisation not considers their acceptance for its Proposed Appraisal System.
- 49% of the respondents said their organisation not considers their union leaders acceptance for its Proposed Appraisal System.
- 53% of the respondents having inadequate awareness on the Performance Appraisal System
- From the analysis made it is clear that the awareness on the Performance Appraisal on the basis of their experience were insignificant at 5% level.
- From the calculated table it is found that the Performance Appraisal has a tendency to over rate or under rate the employee performance on the basis of department was insignificant at 5% level.
- From the computed table it is clear that the satisfaction on Performance Appraisal System on the basis of their designation were insignificant at 5% level.

SUGGESTIONS

1. The management has to concentrate more on awareness programme about the Performance Appraisal and to realize importance of Performance Appraisal by their employees.
2. The organisation should encourage their employees to achieve the individual and organizational goal.
3. Career development programme for the employees has to be implemented to fulfil their own interest.
4. Job security should be provided to the employees in order to work more efficiently and effectively.
5. Training programme to be provided to the employees in order to improve their skills.
6. The promotion has to provide the employees, so that they will give good performance.

CONCLUSION

In the whole company performance appraisal system framework is essential keeping in mind the end goal to know how well the representatives are been performing out their employments which is assigned to them so it is important for every one of the organization requires to take after a viable execution examination framework. Human Resource is the central wellspring of each association. Each worker in a business expands the profitability and altruism of each organization. A representative, being an individual is dealt with as resources in the association. So the association ought to chiefly accentuation execution examination strategies and its improvement programs.

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