

A STUDY ON RURAL EMPLOYEES PERFORMANCE APPRAISAL SYSTEM IN VISWAM TVS TWO WHEELER COMPANY LIMITED.

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ABSTRACT

Performance Appraisal has been considered as the most significant an indispensable tool for an organization, for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. This research will concentrate on examine the effect of the performance appraisal on an individual as well as on the organizations. The sample size of 100 has been chosen from the company. The data used for the study is primary data collected through the help of questionnaire filled by the samples. The data was evaluated with the help of statistical tools i.e., chi square test. The findings of the research show that there is a noticeable employee's opinion of the performance appraisal on the organization as well as on the Individual

Introduction

Performance appraisal is an important HRD mechanism designed and utilized for all around development and growth of employees in organizations. Also to evaluate whether

employees at various levels perform their assigned jobs as per norms. It is acknowledgement that performance appraisal should be carried out with accuracy of employee appraisal. In simple terms, performance appraisal may be understood the assessment of an individual's performance in a systematic way. The performance being measured against such factors as job knowledge, quality, and quality output, initiative leadership abilities, supervisor, dependability, cooperation, judgment, versatility health, and the like assessment should not be past performance alone, potential of the employee for future performance must also be assessed.

Characteristics of Performance Appraisal:

- It is the systematic examination of an employee's strength and weakness in term of the job.
- Performance appraisal is a scientific or objective study, formal procedures are used in the study. The same approach is adopted for all job holders so that the result are comparable.
- It is an ongoing or continuous process where in the evaluations are arranged periodically according to a defined plan.
- The main purpose of performance appraisal is to secure information necessary for making objectives and correct decision on employees.

Importance of Performance Appraisal

- Performance appraisal provides valuable information for personal decision such as pay increase, promotion, managements, transfer and terminations.
- Managements gets an objective based for discursion salary increase and promotion with the staff. Thus, performance appraisal serve as the basis of suitable personal politics.
- It helps to judge the effectiveness of recruitment, selection, placement and orientation system of the organization, It is useful in analyzing performance appraisal needs.
- These needs can be assessed because performance appraisal develops people who require further Performance Appraisal to remove their weakness. It also identified individual with high potential who can be groomed up for higher positions.

- Performance Appraisal facilitates human resources planning, career planning and succession planning.

Performance Appraisal Process

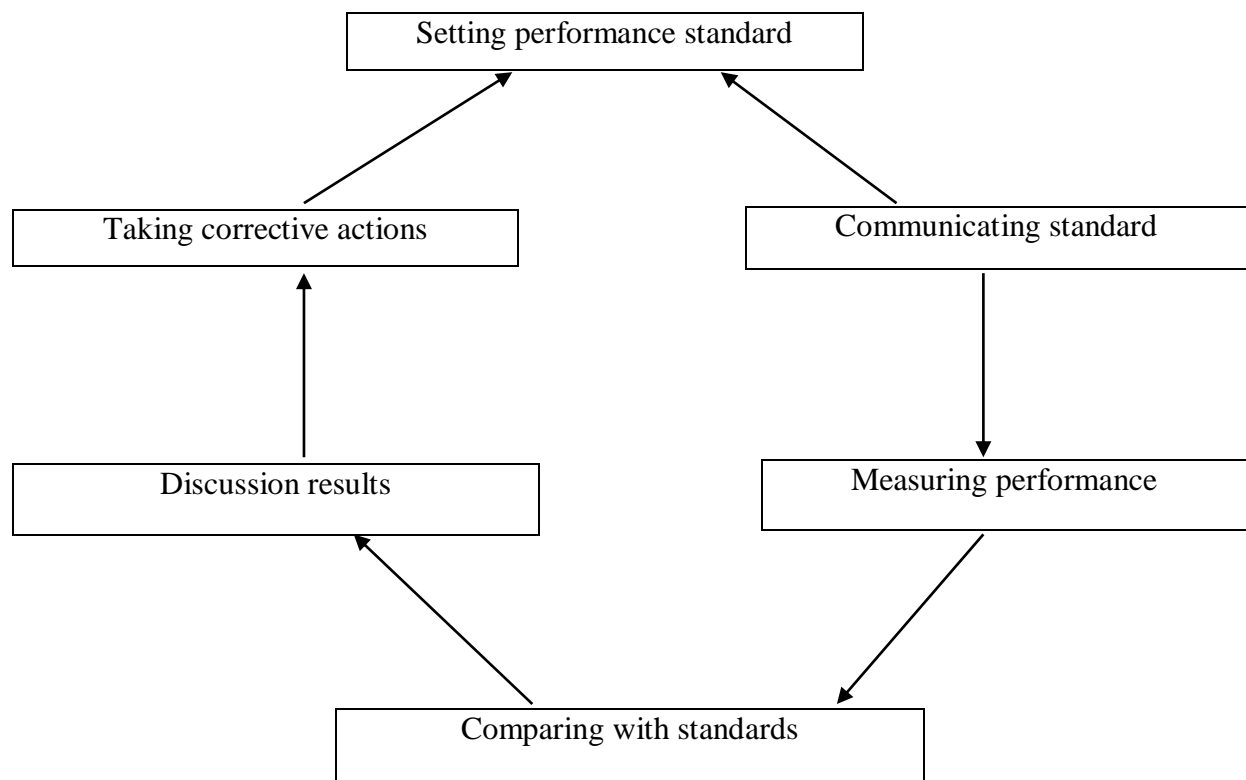
The performance appraisal process follows a set pattern and it consists of the following steps.

- Establishing performance standards.
- Communicating the standard.
- Measuring performances.
- Compare the active with the standards.
- Discussing the appraisal.
- Taking correct action.

Establishing Performance Standard

The performance appraisal process begins with the setting up of criteria to be used for appraising the performance of employees.

Performance Appraisal Process



Performance Appraisal of Managers

Appraisal of managerial performances is very important .But ,it is more difficult because it cannot be measured in quantitative terms, managerial appraisal should measure ,therefore both performance is accomplishing goals and performance as a manager.

Top Manager

- Return on capital employed
- Labour – productivity indices
- Contribution to community development
- Degree of clarity about corporate goals and policies among middle and executives.
- Degree of upward communication from middle- level executives.
- Degree of growth and expansion of enterprise.

Middle-Level Managers

- Departmental performances
- Total cost per unit in a given period
- Rational use of overhead facilities
- Degree of clarity about corporate goals, policies among supervisors
- Coordination among supervisors
- Degree of upward communication from supervisors.

Statement of the Problem

- Performance appraisal is important for organizations and employees. Unfortunately, performance appraisals are not on the top of the list of "favorite things to do" for either managers or employees, and there can be a number of problems with their administration.
- From managers not being trained to conduct performance appraisals effectively to the failure to tie performance appraisal expectations to desired business results, businesses are often challenged to use this tool effectively.

Objective of The Study

- To study the performance appraisal of employees particular and employees in general viswam tvs two wheeler company limited, Tiruchengode .
- To find out the various factors influencing to performance appraisal in viswam tvs two wheeler company limited, Tiruchengode .
- To know the various methods used in Performance Appraisal System.
- To know the level of satisfaction level of the employees towards Performance Appraisal System.
- To suggest measures to increase effectiveness of Performance Appraisal System.

Scope of the Study

The scope of the study is to analyze the performance appraisal of employee in viswam tvs two wheeler company limited, Tiruchengode .The study was conducted for a period of two month covering various departments in viswam tvs two wheeler company limited , Tiruchengode .The primary data collected through questionnaire and secondary data from company records and magazines.

This research study was mainly concentrated only on performance appraisal development of employees. The data was collected only from the employees of. viswam tvs two wheeler company limited , Tiruchengode.

RESEARCH METHODOLOGY

Research Design

In accordance with the objective of the study the researcher has used descriptive research design. To collect relevant data from the samples the researcher has used Stratified Random Sampling Method. To select 100 samples respondents out of 120 employees. **Type of**

Research

Design Sampling

To select the sample for the study the researcher has adopted **Stratified Random Sampling Method**. The researcher has divided the entire employees of the company into 7 groups based on a number of departments in that.

S. No	Name of The Department	No :of Employee Working	No: of Employee Selected in Sample
1	Sales	15	15
2	Finance	6	4
3	Service	17	15
4	Spare parts	30	21
5	Registration	7	6
6	Fitting	35	28
7	Delivery	10	10
	Total	120	100

Sample Size

To represent the total population of the company the researcher has used 100 samples.

Statistical Tools for Analysis

In order to analysis the primary data the researcher has used two statistical tools namely

1. percentage analysis
2. chi-square method.

Limitations of the Study

- The sample size is limited to only 100
- The data collection period was restricted to 7 weeks
- The study was restricted to deal only with performance appraisal programme of executives
- It is very difficult to meet executives .And they also due to their busy schedule it took a long time for them respond.

Findings

- ❖ 53% of employees are in an age group of 20-30 ages. The organisation having young & energetic employees. So it can implement new idea and new innovative scheme.
- ❖ 76% of employees are male in the organisation so the organisation having more production process.
- ❖ 39% of employees are graduate so company is going in the systematic way there should be a discipline in organisational culture.
- ❖ 65% of employees are getting 11,000-15,000 salary with that they are happy.
- ❖ 63% of employees are unmarried so basically they having a decision making knowledge and also known how to solve the problem.
- ❖ 35% of employees are having 5-15 years experience. That employees service users has to gain, not least a greater sense of unity, of 'practicing what we preach'. But there are also financial and service – delivery benefits, and the development of a more knowledge, motivated and effective workforce.
- ❖ Out of 100 employees all of them responded that the management appraised their performance well. No one feel that the appraisal doesn't happen.
- ❖ Out of 100 employees 6% of them replied that the appraisal takes place once in 6 months. And 94% of them replied that the appraisal takes place once in a year.
- ❖ Because of their performance 45% of the executives felt that they are recognized by the organization, 34% replied that they are getting allowances, 13% replied that they are getting incentives and 8% go with other benefits.
- ❖ Out of 100 employees, 27% of them agreed that they are getting reward, 51% of them getting promotion and 22% of them getting other packages as the motivating factor from the organization.
- ❖ All the executives agreed that the organization have clearly defined business goals, purpose and strategy.
- ❖ Out of 100 employees all of them responded that the bosses discussing the company direction, priorities and plan with their staffs.
- ❖ From the analysis we observed that 60% strongly agree that they are providing with up to date description of the role, overall responsibility, authority, resources available them.

- ❖ From this we observed that 18% of the employees strongly agree that they are provided feedback to improve their future performance,75% of them agree.
- ❖ From the analysis it was found that72% of them agree that they are performance appraisal review is effective.
- ❖ From the analysis it was found that 63% of them thought that the given challenges are challenging and developmental from the organization.
- ❖ From the analysis it was found that 61% of them agreed that the adverse remark in the annual performance appraisal it will communicated to the individual.
- ❖ From the analysis it was found that 70% of them expressed that the Boss and the subordinates discuss and review the responsibilities given to the subordinates and 30% replied no.
- ❖ From the analysis it was found that 66% of the employees agree that the performances rating by their superiors are reliable and valid.
- ❖ From the analysis it was found that 53% of the employees agree that the normalization process ensures reasonable degree of consistency in performance ratings.
- ❖ From this analysis it was found that 42% of the employees agree that the manager monitor, measure and make note of their subordinates performances on an ongoing basis.
- ❖ Out of 100 employees,33% of the executives very satisfied with the performance appraisal format prevailing in the organization ,18% of them moderately satisfied ,39% of them feel like somewhat satisfied and 10% of them not satisfied.
- ❖ From this analysis we observed that 51% of them agree that writing of performance appraisal needs transparency to correct the erring employees.
- ❖ From the data collected we inferred that 23% of the executives strongly agree that the performance appraisal system enables to understand their strength and weakness ,55% of them also agree and 22% disagree.
- ❖ Out of 100 employees 92% of the executives are aware of future challenges of the organization and 8% of them not aware.
- ❖ 45% of the respondents are saying Honda, 18.5% of the respondents are saying Suzuki, 14.5% of the respondents are saying Hero, 11.5% of the respondents are saying Yamaha, remaining 10.5% of the persons saying TVS.

- ❖ 32% of the respondents are saying the highly satisfied, 51.5% of the respondents are saying the satisfied, 11.5% of the respondents are saying the non satisfied, remaining 5% of the respondents are saying the extremely non satisfied
- ❖ 63% of the respondents from the price level was medium, 30% of the respondents from the price level was low, 7% of the respondents from the price level was high,
- ❖ 47.5% of the respondents are saying highly satisfied, 41% of the respondents are saying satisfied, 8% of the respondents are saying non satisfied, 1% of the respondents are saying dissatisfied, 2.5% of the respondents are saying highly dissatisfied.
- ❖ 33% of the respondents are saying highly satisfied, 40.5% of the respondents are saying satisfied, 23.5% of the respondents are saying non satisfied, 2.5% of the respondents are saying dissatisfied, remaining 0.5% of the respondents are saying highly non satisfied.
- ❖ 10% of the respondents are saying high satisfied,40.5% of the respondents are saying satisfied, 41% of the respondents are saying non satisfied,6.5% of the respondents are saying dissatisfied, remaining 2% of the respondents are saying high dissatisfied.
- ❖ 7% of the respondents are saying high satisfied,36.5% of the respondents are saying satisfied, 50% of the respondents are saying non satisfied,4.5% of the respondents are saying dissatisfied, remaining 2% of the respondents are saying high dissatisfied.
- ❖ 47.5% of the respondents are saying high satisfied,51% of the respondents are saying satisfied, 1% of the respondents are saying non satisfied,.5% of the respondents are saying dissatisfied
- ❖ 38.5% of the respondents are saying high satisfied,51.5% of the respondents are satisfied, 9.5% of the respondents are saying non satisfied, remaining .5% of the respondents are saying dissatisfied
- ❖ 37.5% of the respondents are saying high satisfied, 50% of the respondents are saying satisfied, 11.5% of the respondents are saying non satisfied, remaining1% of the respondents are saying dissatisfied.
- ❖ 34.5% of the respondents are saying high satisfied, 47.5% of the respondents are saying satisfied, 16% of the respondents are saying non satisfied, remaining 2% of the respondents are saying dissatisfied.
- ❖ 21% of the respondents are saying high satisfied,52.5% of the respondents are saying satisfied, 23.0% of the respondents are saying non satisfied,2.5% of the respondents are saying dissatisfied.1% of the respondents are saying highly dissatisfied.

- ❖ 17.5% of the respondents are saying high satisfied,48% of the respondents are saying satisfied, 32.5% of the respondents are saying non satisfied,2% of the respondents are saying dissatisfied.
- ❖ 7% of the respondents are saying high satisfied,45% of the respondents are saying satisfied, 39.5% of the respondents are saying non satisfied,8% of the respondents are saying dissatisfied, .5% of the respondents are saying highly dissatisfied.
- ❖ 10.5% of the respondents are saying high satisfied,54.5% of the respondents are saying satisfied, 32.0% of the respondents are saying non satisfied,2.5% of the respondents are saying dissatisfied, remaining .5% of the respondents are saying highly dissatisfied.

SUGGESTIONS

The survey shows some useful findings .Based on the findings the following suggestions are highlighted here.The result found that the present methodology of Performance Appraisal programme is to be modified.So, the organization takes steps to update the methodology. Further employees expected a well structured course material

So,the organizations consider this one.Regarding timing and faculties' further change is needed. Trainings will help the employees to update their knowledge .So, the organization has to design the Performance Appraisal programmers.This will helps the employees to update their knowledge and also will help to apply lastest technology environment is very essential for my programmers.

Plesant environment will create high satisfaction and also to motivate the participants to listen all the activities in the Performance Appraisal programmers.So the organization may be taking too much care to provide better environment.The organizations also motivate the employees to partipate in the Performance Appraisal programmers.So,the organization try to implement these suggestion executives definitely perform their job well.

Conclusion

The study aimed to know the executives attitude about the Performance Appraisal method adopted in the organization. Based on these a well structured questionnaire was framed .From the analysis the results were concluded that the executives need some more changes and updating in the Performance Appraisal programmers.As well as the executives should be aware of future goals and challenges faced by the organization.

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