AN EVALUATION OF PERFORMANCE APPRAISAL SYSTEM OF EMPLOYEES IN TSNPDCL IN HANAMKONDA DISTRICT – A STUDY

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ABSTRACT

An Organization's goals can be achieved only when people put in their best efforts, how to ascertain whether an Employee has show his or her best performance on a given job? The Answer is Performance Appraisal. Employee assessment is one of the fundamental jobs of HRM, but not an easy one. Since Organizations exists to achieve goals, the degree of success that individual employee have in reaching their individual goals is important in determine in organizational effectiveness. The Assessment of how successful employee has been meeting their individual goals, therefore, becomes a critical part of HRM. This leads us to the part of Performance Appraisal. Appraisal system can be used for identifying areas where development efforts are needed management needs to identify individuals who have specific skill or knowledge deficiencies. It can be used as a basis for reward allocations. A decision has to who gets salary increases, promotions, and other determined by the performance evaluation. The development of a valid, reliable, and bias-free performance appraisal system can establish such standards. The success or failure of a performance appraisal program depends on the philosophy underlying it, its connection with business goals, and the attitudes and skills of those responsible for its administration. Many different methods can be used to gather information about employee performance. However, gathering information is only one step in the appraisal process. The information must be evaluated in the context of organizational needs and communicated to employees so that it will result in high levels of performance. In order to find out whether an employee is worthy of continued employment or not, and if so, whether he should receive a bonus, a pay rise or promotion, his performance needs to be evaluated from time to time. Performance appraisals are used most widely as a basis for compensation decisions. The practice of "pay-for-performance" is found in all types of organizations. Performance appraisal is also directly related to a number of major HR functions. Such as promotion, transfer, and layoff decisions. Performance appraisal data may also be used in HR Planning, in determining the relative worth of jobs under a job evaluation program, and as criteria for validating selection tests. Finally, it is important to organize that the success of the entire HR program depends on knowing how the performance of employees compare with the goals established for them. This knowledge is best derived from a carefully planned and administered HR appraisal program. Appraisal systems have the capability to influence employee behavior, thereby leading directly to improve organizational performance.

INTRODUCTION

Performance appraisal is; to estimate, worth, or to critic. Performance Bespeaks what an individual has done and how it did. Thus performance appraisal can elucidate as the official administrative exercise done on an organization in valuing or judging what an individual has done and how does he done it. So the gathered data can serve the need of an organization by taking a variety of decisions among HRM. Organizational Effectiveness determines upon the attitude of its employee's performance where if the performance is high then the effectiveness is also high and vice versa. Therefore the level of performance requires being satisfied. Rotational taking of stock on the qualitative condition of manpower exemplifies the need of attaining the aim of the organization. The worth of human power as wealth can be termed out from the report on the periodic appraisal. Perchance one of the major significant tasks of a manager is to inspire, promote, building, instruct, strengthen, and to adapt the performance of staff. It is contingent only if there is usual and recurrent communication between the higher authority and their subordinates. Such exchanges must also be there as acknowledgements like abundant admire, rectifications, remarks, and suggestions from the side of superior towards the subordinate for their performed tasks. This interface procedure can be seen as PA because in each communication process, various commentaries are transferred based on different activities in hand.

DEFINITION OF PEFORMANCE APPRAISAL

Bhardwaj, S.B.L., Bureau of Public Enterprises, Is an investigation on the executive appraisal in India. The study defined assessment as continuous evaluation of the quality, quantity, styles, and decisive factors of current performance, behavior and the developing skill of an worker to supply controlled data to the organization that can lead to an action program which enables feedback to the individual that aims in improvising performance, individual expansion and fulfillment.

Mihir K Basu Is a Personnel Manager of the Indian Airlines and a managing mentor has defined it as "a formal exercise in which an organization makes an evaluation, in a documented form, of its managers, in terms of contributions made towards achieving organizational objectives and/or their personnel strengths and weaknesses, in terms of attributes and behavior demonstrated, for meeting whatever objectives the organization may consider relevant".

REVIEW OF LITERATURE:

According to Armstrong, (2006) : the purpose of performance management is "to get better results from a whole organization , or teams and individual within it, by understanding and managing performance with in an agreed framework of planned goals, standards and competence requirements". Performance management is essentially concerned with enhancing the value adding process, i.e. by increasing the productivity and quality of the relationship between organizational input/resources, outputs delivered and outcomes achieved as the performance relationship.

Murphy and Cleveland, (1995): performance appraisal refers to the process by which an observer, often a supervisor or a peer, rates the job performance of an employee.

De nisi, (2000): the purpose of performance appraisal is to accurately diagnose individual and group performance so as to be able to reward good performance and remedy poor performance so that organizational performance will be enhanced.

Cleveland and Murphy, (1992): personal factors and prejudices are likely to influence the performance ratings. On the other hand errors based on age, gender or race can influence the rater's evaluations. Sometimes raters can be too harsh or to lenient on the rate and this affects the accuracy of evaluations. Poor performance evaluations will not have the desired effect. There should be a proper development of the appraisal to remove subjectivity and bias in the ratings.

STATEMENT OF THE PROBLEM

The performance appraisal on employees is always matters in the organization's development, it is observing that many organizations are well versed with the tools and techniques to conduct the performance appraisal on their employees and many organizations are developing their systems for appraisal or they are adopting the well-equipped tools. It is also found majorly the studies are conducting on the all employees,

but this study majorly focused to understand the to discuss that why we must study on the Employee Performance Appraisal System there is a big question in front why to study on the Employee Performance Appraisal System. Firstly, In the present year's employees objectives in the organizations are changing time as well as especially Employee roles are changing dynamically, many organizations are keeping novel assignments, roles, pressure towards the target completion, this Employee must maintain the peer pressure from both sides which higher-level management and lower-level employees or subordinates. The second reason is to study on only Employees is that majority of the studies are focused on employees.

OBJECTIVES OF THE STUDY:

1. To identify the method of performance appraisal pursuing in TSNPDCL.
2. The employee approach towards the current appraisal system.
3. To assess the fulfillment level of the employees as set out to the existing system of
1. Performance assessment.
4. To analyze the coercion towards the quality that is put together into the Employee's
2. Performance.

RESEARCH METHODOLOGY

Research Design

A research design is the blueprint of planning for the assortment and examination of data in a way that intends to merge significance to the research intention with ample economic security. The study is a descriptive research since it includes both surveying and fact-finding.

Data Collection Method

Gathering data is the foremost stair in research where the source of gathering in such information contains both primary and secondary roots.

A. Primary data

B. Secondary data

A. Primary Data

It is the data that is pull together directly by the researcher for the study. It may be brought together through various methods such as personal investigation and individual questionnaires. A questionnaire is either filled by an investigator stemmed up on the information delivered by the respondent or by the respondent themselves. Different methods of collecting primary data like questionnaire, observation, interview. During the course of the study the primary data is collected through personal interview. The question pool was framed by thinking the objectives of the research study. These questionnaires focus on opinions, satisfaction, and problem during appraisal process, expectations from the appraisal process and promotions of Employees. The primary data compiled is for a definite function or goal. It is pertinent for the research exploration. Though it is time consuming and expensive, such information can deliver the researcher a complete and rational view as well as better inner foresight about the subject of the study. There is a probability to manage bias in the information gathered through primary data.

B. Secondary data

It means the data that is formerly obtainable. That is it refers as the info, which has been already gathered and investigated. The secondary data were brought together from various sources of company reports, official records and articles, journals and books of the company. In addition to this, the researcher paid her visit to the library of university to collect data pertaining to this topic.

SAMPLE SIZE

200 employees will be selected through simple random technique and their opinioned perception on their role. In organization is collected, analyzed, tabulated, and presented in the form of a thesis. Sampling provides reliable information in lesser time, at a lower cost. However, the advantage accrues only when a sample is a true delegate of the real populace. The size of the sample is 200 and it includes operations and

this includes Technical wing, accounting wing and Operation & Maintenance, IT & Operations, HRM Department, Finance Department, Establishment, Electrical Maintenance, Control Management, Audit Department.

DATA ANALYSIS AND INTERPRETATION

Table No: 1
Details about the "Appraisal Manual" issued by your Department for Implementation Properly

S. No	Name of the Department	Perception about "Appraisal Manual" implementation.			Total
		Yes	**No**	**Cannot Decide**	
1	Technical Wing	16 (80.00)	2 (10.00)	2 (10.00)	20 (100.00)
2	Accounting Wing	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
3	Operation & Maintenance	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
4	IT & Operations	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
5	HRM Department	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
6	Finance Department	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
7	Establlishment	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
8	Electrical Maintenance	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
9	Control Management	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
10	Audit Department	15 (75.00)	4 (20.00)	1 (5.00)	20 (100.00)
	Total	160 (80.00)	26 (13.00)	14 (7.00)	200 (100.00)

Source: Field Data,2020.


Figure No. 1 Appraisal Manual
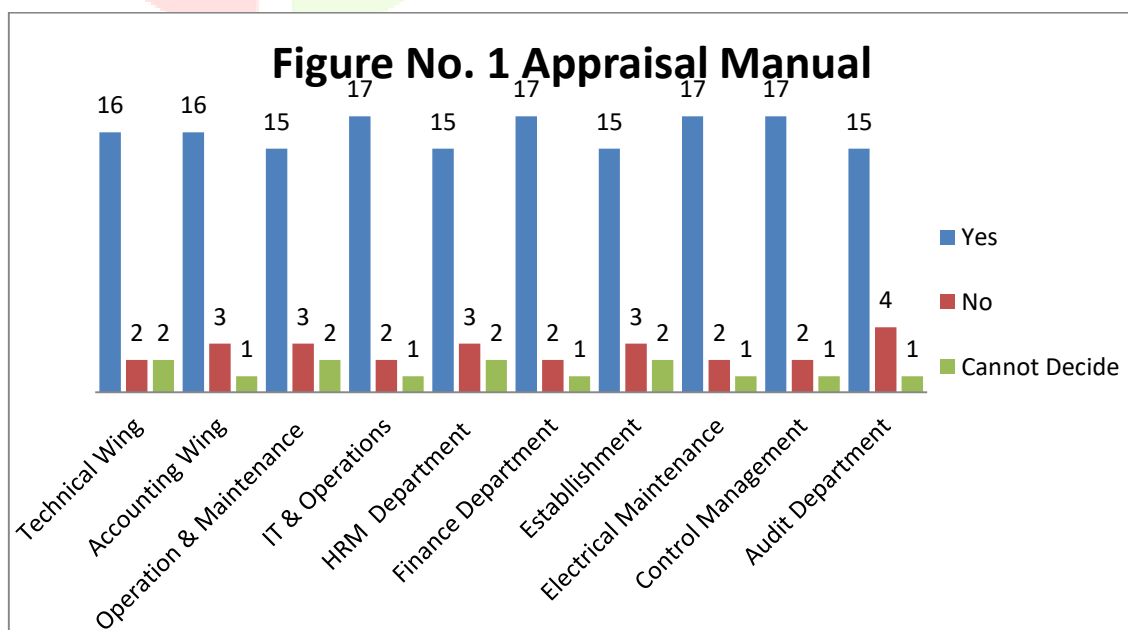
Interpretation

The above table explains about whether the employers have an appraisal manual issued by their department to facilitate the implementation properly. 80.0 percentages of Employees have their Appraisal Manual, 10.0 percentage of sample Employees have No Appraisal Manual, 10.0 percentage of sample Employees can't decide whether they have Appraisal Manual or Not.

Table No:2
Perception on Promotion process in the TSNPDCL

S. No.	Name of the Department	Perception on Promotion process in the TSNPDCL		Total
		Performance	**Experience**	
1	Technical Wing	14 (70.00)	6 (30.00)	20 (100.00)
2	Accounting Wing	15 (75.00)	5 (25.00)	20 (100.00)
3	Operation & Maintenance	15 (75.00)	5 (25.00)	20 (100.00)
4	IT & Operations	14 (70.00)	6 (30.00)	20 (100.00)
5	HRM Department	16 (80.00)	4 (20.00)	20 (100.00)
6	Finance Department	15 (75.00)	5 (25.00)	20 (100.00)
7	Establishment	15 (75.00)	5 (25.00)	20 (100.00)
8	Electrical Maintenance	14 (70.00)	6 (30.00)	20 (100.00)
9	Control Management	15 (75.00)	5 (25.00)	20 (100.00)
10	Audit Department	16 (80.00)	4 (20.00)	20 (100.00)
	Total	**149 (74.50)**	**51 (25.50)**	**200 (100.00)**

Source: Field Data,2020.

Figure No:2 Perception on Promotion process in the TSNPDCL
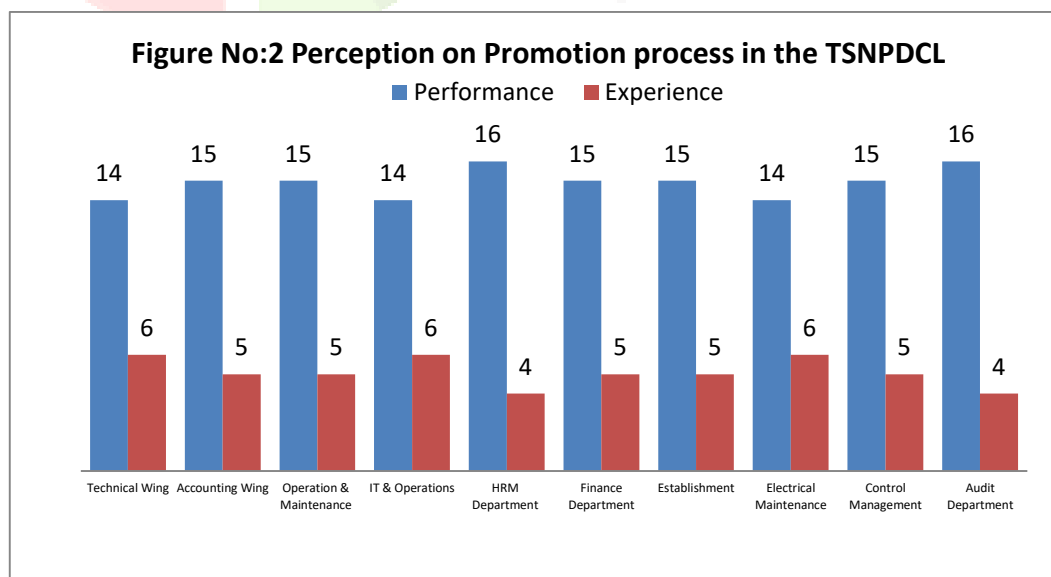
Interpretation

The above table represents the response of Sample Employees how should the promotion process take place in the organization.70.0 percentage of sample Employees believes that the promotion is based on performance whereas 30.0 percentage sample Employees believes that it is based on Experience.

Table No:3
Details About Orientation of the PA IN TSNPDCL

S. No	Name of the Department	Perception on Orientation			Total
		Yes	No	Cannot Decide	
1	Technical Wing	15 (75.00)	2 (10.00)	3 (15.00)	20 (100.00)
2	Accounting Wing	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
3	Operation & Maintenance	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
4	IT & Operations	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
5	HRM Department	14 (70.00)	3 (15.00)	3 (15.00)	20 (100.00)
6	Finance Department	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
7	Establishment	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
8	Electrical Maintenance	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
9	Control Management	14 (70.00)	2 (10.00)	4 (20.00)	20 (100.00)
10	Audit Department	16 (80.00)	1 (5.00)	3 (15.00)	20 (100.00)
	Total	**143 (71.50)**	**20 (10.00)**	**37 (18.50)**	**200 (100.00)**

Source: Field Data,2020.

Figure no:3 Details about Orientation of the PA in TSNPDCL
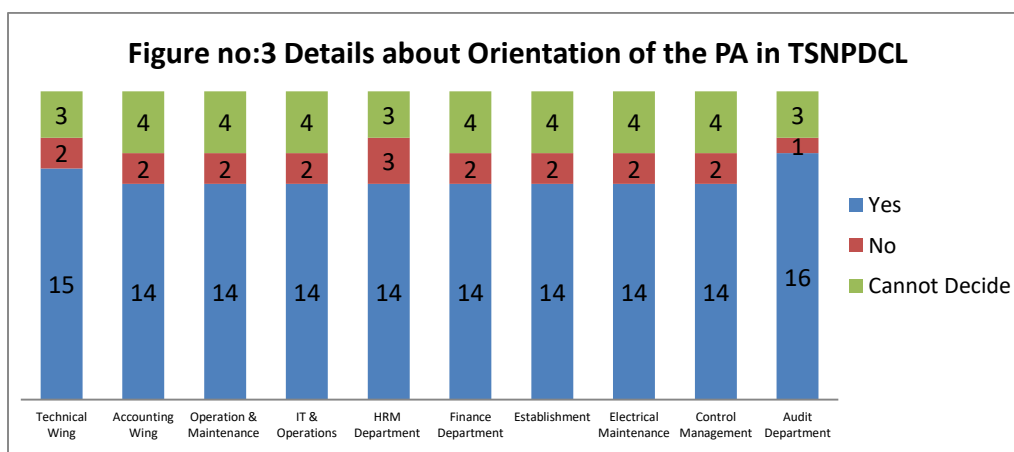
Interpretation

The above table depicts that did the employees have meeting in the beginning to explain and clarify activities task and goal. 75.0 percent of Sample Employees thinks that they have meeting is the beginning to explain and clarify activity task and goal, whereas 10.0 percent of Sample Employees disagreed to this and 15.0 percent of Sample Employees undecided.

Table No:4
Details of PA helping to Improving your Motivation and job Satisfaction

| S. No	Name of the Department	Perception			Total
		Yes	No	Cannot Decide	
1	Technical Wing	13 (65.00)	3 (15.00)	4 (20.00	20 (100.00)
2	Accounting Wing	14 (70.00)	3 (15.00)	3 (15.00)	20 (100.00)
3	Operation & Maintenance	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
4	IT & Operations	18 (90.00)	1 (5.00)	1 (5.00)	20 (100.00)
5	HRM Department	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
6	Finance Department	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
7	Establishment	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
8	Electrical Maintenance	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
9	Control Management	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
10	Audit Department	16 (80.00)	2 (10.00)	2 (10.00)	20 (100.00)
	Total	**156 (78.00)**	**25 (12.50)**	**19 (9.50)**	**200 (100.00)**

Source: Field Data,2020.
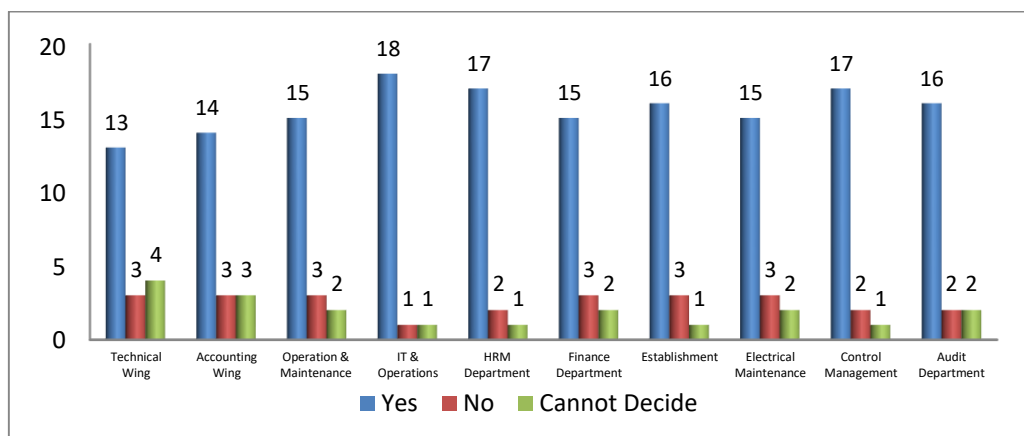
Interpretation

The table 4 explains about did the performance appraisal is improving employee's motivation and satisfaction. In IT and operations departments 65.0 percent of Sample Employees agreed that performance appraisal is improving employee's motivation and satisfaction, 15.0 percent of Sample Employees disagreed, and 20.0 percent of Sample Employees cannot deicide.

Table No: 5
Perception about Current PA System

S. No	Name of the Department	Perception on Current PA System				Total
		Highly satisfied	**Satisfied**	**Just satisfied**	**Dissatisfied**	
1	Technical Wing	7 (35.00)	6 (30.00)	5 (25.00)	2 (10.00)	20 (100.00)
2	Accounting Wing	7 (35.00)	6 (30.00)	6 (30.00)	1 (5.00)	20 (100.00)
3	Operation & Maintenance	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
4	IT & Operations	6 (30.00)	7 (35.00)	6 (30.00)	1 (5.00)	20 (100.00)
5	HRM Department	6 (30.00)	5 (25.00)	7 (35.00)	2 (10.00)	20 (100.00)
6	Finance Department	6 (30.00)	7 (35.00)	6 (30.00)	1 (5.00)	20 (100.00)
7	Establishment	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
8	Electrical Maintenance	6 (30.00)	6 (30.00)	7 (35.00)	1 (5.00)	20 (100.00)
9	Control Management	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
10	Audit Department	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
	Total	**62 (31.00)**	**61 (30.50)**	**61 (30.50)**	**16 (8.00)**	**200 (100.00)**

Source: Field Data,2020.

Table No:5 Perception about Current PA System
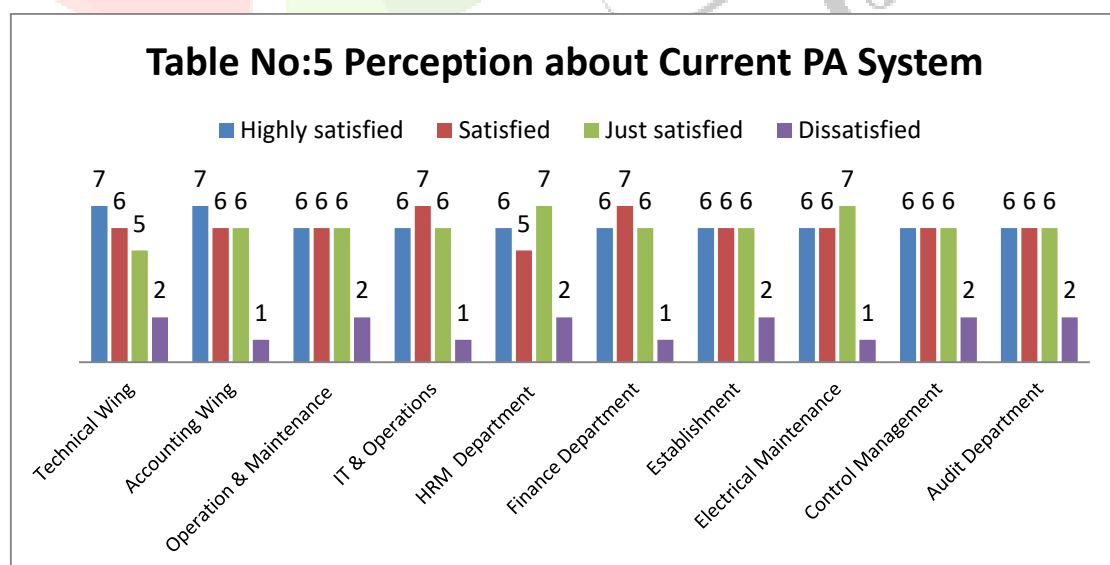
Interpretation

The above tables show the Sample Employees responds towards the level of satisfaction with the current performance appraisal system by 10 departments. The level of satisfaction grouped into 4 groups such as highly satisfied, satisfied, just satisfied, and dissatisfied. It shows that out of 200 Sample Employees 30.0 percent of the Sample Employees highly satisfied, 30.0 percent of participant satisfied, 35.0 percent of

Sample Employees just satisfied, and 5.0 percent of Sample Employees dissatisfied with the present appraisal system.

FINDINGS, SUGGESTION AND RECOMANDATION

- ➢ 80.00 percent of participants have appraisal manual, 13.00 percent of participants have no appraisal manual, and 7.0 percent of participants remains undecided.
- ➢ 74.5 percent of participants agreed that performance is the basis for promotion Process whereas 25.5 percent of participants agreed that experience is the basis for promotion.
- ➢ 71.5 percent participants believe that they have meeting in the beginning to explain Task and goal, 10.0 percent of participants disagreed to this and 18.5 percent of participants cannot decide.
- ➢ 78.0 percent of participants believe that the performance appraisal is helps to improve employee's motivation and satisfaction, whereas 12.5 percent of participants believe that performance appraisal is not helping to improve, and 9.5 percent of participants' remains undecided.
- ➢ 31.0 percent of participants highly satisfied with the present performance appraisal system, whereas 30.5 percent of participants satisfied, and just satisfied respectively and 8.0 percent of participants dissatisfied with the present appraisal system.

SUGGESTIONS AND RECOMMENDATIONS

- ➢ The goals must be reviewed regularly, and performances of the participants must also be communicated and should be open to them.
- ➢ Majorly, different departments reacted in accordance with their available resources thus improvements must be implemented accordingly.
- ➢ The continuing performance appraisal system giving more importance to understanding employees help to reduce their problem and create a healthy completion between them, but the scenario is differing in the Employees.
- ➢ The continuing performance appraisal system process in though functions, it must be Modified by more transparent to management.

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