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# A STUDY ON PERFORMANCE APPRAISAL IN BHARATHI CEMENT LIMITED

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## ABSTRACT:

Performance evaluation plays an important role as a strategic tool for organizational success. Good performance assessment systems are essential for optimizing employee potential and attaining long-term success of organization, because they provide a clear framework for evaluating worker performance, encourage a culture of appreciation and feedback, and promote organizational growth. In every business, managers evaluate employees work and performance using a performance evaluation tool. Enhancing the organizational effectiveness and personal development are the two main objectives of performance appraisal. Utilized both primary and secondary data to finish the assignment. The majority of employees at BHARATHI CEMENTS said that their performance is evaluated through the use of self- and yearly appraisal reports and most of employees given positive response and satisfied towards present appraisal system and company's promotion policy. To study this research the sample size is taken 120 to analyze the data in order to find out the effectiveness of performance appraisal.

KEY WORDS: Performance appraisal methods, Modern method and Traditional methods

## INTRODUCTION OF PERFORMANCE APPRAISAL:

The phrase "performance appraisal" refers to a broad range of related ideas. It's a systematic evaluation of an employee's performance in relation to predefined benchmarks. The organization's objectives and the worker's actual output should be considered in the employee's appraisal.

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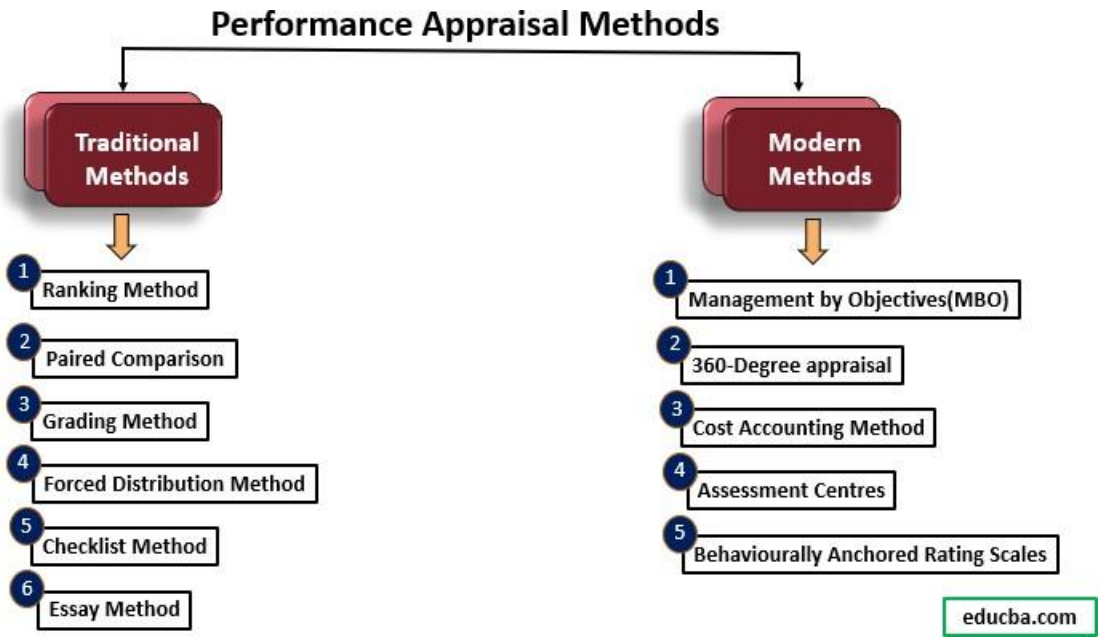
**DEFINITION**:" Performance appraisal is a systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development."

**-GEORGE R. TERRY**

**"Important factors for performance assessment":** The Reasons for Performing Evaluations Despite their abundance, all of them fit neatly into one of three categories:

- **Promotions, wage increases, demotions, new responsibilities, opportunities for professional growth and development, and even terminations can all be based on the results of an employee's performance review.**
- **They aid managers in describing an employee's work and offering advice for improving his demeanor, outlook, expertise, and commitment.**

## PERFORMANCE APPRAISAL METHODS




- **Method of ranking:** Based on performance, the superior assigns a number to each employee, ranging from best to worst. The Hallo and Recency effects can affect this method; however, it can be strengthened by averaging the ratings of numerous raters.

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- **Paired - Comparison method**: Using this method, the assessor evaluates each employee separately and compares them to the workforce as a whole. You can use the following formula to determine the number of comparisons:
  1. N(N-l)/2.

- **Grading Method:** This method establishes and defines predefined value classes beforehand. It is possible to grade an employee's performance as excellent, satisfactory, or unsatisfactory. There can be more than three grade levels.

- **Forced Distribution Method**: Tiffany created this method to eliminate the widespread practice of awarding high ratings to most employees. It is assumed that employee performance falls into one of the following distributions: 10, 20, 40, 20, and 10%.
- **Check-List Method:** The main goal of using check-lists in the rating process is to lessen the rater's burden. The HR staff will compile a list of statementsthat include a straightforward yes/no response option. After receiving the checklist, the evaluator is instructed to mark off the items that pertain to the subject of the evaluation.

## MODERN METHODS

- **360-degree appraisal:** "360 Degree Feedback" describes a process or method that enables employees to get anonymous, confidential feedback from their colleagues.
  This kind of review incorporates feedback from peers and other stakeholders in addition to management and the employee. Its ability to provide a more comprehensive view of an employee's performance is one of its advantages.
- **Assessment Center Method**: First used by the German Army in 1930, assessment centers have since been updated and improved to satisfy the demands of the corporate sector. Thanks to the assessment center technique, workers may observe how other people view them and how it influences their performance.
- **Behaviorally Anchored Rating Scale (BARS):** BARS enhances the performance evaluation process in both qualitative and quantitative aspects. In BARS, performance evaluations are based on numerical ratings linked to specific instances of employee behavior.

## METHODS USED IN BHARATHI CEMENTS TO EVALUATE PERFORMANCE OF EMPLOYEES:

The majority of employees at Bharathi Cement are content with the assessment center processes the business now uses.

1. Behavior Observations

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2. 360-Degree Feedback

3. Developmental Feedback

## PERFORMANCE APPRAISAL'S BENEFITS

Proponents of performance evaluation systems frequently list the following benefits:
1. Performance evaluations provide employees with feedback on their work at least once a year, and perhaps more frequently.

2. Goal-setting for the individual's position can be included in performance review conversations, which can help better connect individual and organizational goals.

3. Career planning: Performance evaluations can be utilized to discuss where promotions can be made and how to get better at work.

## REVIEW OF LITERATURE

**Maghsoodi Abteen Ijadi (2018)** In today's dynamic and agile contexts, choosing the right Performance Appraisal (PA) procedures and finance scales for organizations is a difficult topic. In contemporary businesses, performance evaluation has developed into a strategic approach for fusing human resource operations with corporate policies

**Abteen Ijadi Maghsoodi (2018)**The selection of appropriate Performance Appraisal (PA) techniques and financing scales for organization in today's dynamic and agile environments is a challenging subject. Performance appraisal has evolved into a strategic strategy to merging company policies with human resource activities in modern enterprises. Finding the best PA approach is more difficult due to the presence of various elements in the decisionmaking process

**Manish Khanna (2014)** Since performance evaluation is a crucial component of any business' human resource strategy, it is noteworthy. It makes sense to manage team and individual performance in order to meet organizational objectives. In the hands of personal management, performance appraisal is an important tool since it fulfills the department of people development's primary objective, which is to evaluate each individual's value.

**Angelo DeNisi and Caitlin E. Smith (2014)** In order to increase productivity investigated the creation and application of performance management and assessment systems. The study focuses on a model that shows how sound HR procedures, equitable performance management, fair assessment processes, and a thorough grasp of an organization's overarching strategic goals are

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all necessary for improved performance. Three pillars—motivation, evaluation, and results management—support the paradigm.

**In 2013, Ashima Aggarwal and Gour Sundar Mitra Thakur** reviewed performance rating techniques. After conducting the study, the authors concluded that it is difficult to determine whether methodology is superior because it depends on the size and structure of the organization. Every technique has benefits and drawbacks of its own.

**Katerina Venclova (2013)** The techniques employed in Czech agricultural firms for employee performance appraisals are the main topic of this article. The article's first portion examines the theoretical foundations of the term "formal appraisal" and the approaches used by Czech and international specialists to assess employee performance. Based on a questionnaire survey, the report also offers staff performance rating procedures that are thought to be pertinent for Czech agricultural firms.

**Rocio de Andres (2010)**. The application of distance function techniques in performance evaluation was examined by him. Some this technique was initially exclusively used by the executive staff, but it has since expanded to include a 360-degree way of employee evaluation that takes into account the perspectives of several reviewers, supervisors, collaborators, customers, and even the employees themselves.

**Yoganandan, Saravanan and Priya (2013)** A pilot study of 56 employees focused on the performance evaluation system and the organization's growth. It looked at how the present PAS aids employee career development as well as employee participation in the performance evaluation process.

**Angelo DeNisi & Caitlin E. Smith(2014)**Researched the design and implementation of performance assessment and management systems to improve efficiency. The study focuses on a model that demonstrates how enhanced performance requires solid HR practices, fair assessment systems, effective performance management, and a clear understanding of an organization's overall strategic goals.

## NEED OF THE STUDY

Performance appraisal is essential for fostering a culture of continuous improvement, aligning individual and organizational goals, and ensuring that employees are recognized and rewarded for their contributions.Therefore, the need of the study is to know the performance appraisal evaluation at Bharathi cements.

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## OBJECTIVES:

- To know what method of Performance Appraisal evaluated in the Organization.
- To analyze how performance appraisal is related to Employee Motivation.
- To study different Appraisal Methods and its effectiveness.
- To identify training needs through careful and result oriented performance appraisal.
- To assess the impact of appraisal outcomes on the organizational and individual performances.

## RESEARCH METHODOLOGY:

### RESEARCH DESIGN

**Descriptive Research**: Fact-finding inquiries such as surveys are examples of descriptive research. This methodology's distinguishing characteristic is that none of the variables are controlled by the researcher. He can only report on recent or historical occurrences.

- **Sampling Technique** - Convenience and Random Sampling
- **Sampling size** - **120**
- **Sample Element** - Bharathi Cement Corporation Pvt Ltd.
- **Sampling unit** - Employees of the Bharathi Cement Corporation Pvt Ltd
- **Sampling Area** - Kamala Puram
- **Research Instrument** - Structured Questionnaire and Personal Interview
- **Statistical Methods** - Percentage method

## SAMPLING DATA

A planned method for choosing a representative sample from a broader population is called a sampling design.

**SAMPLING TECHNIQUES**: A stratified random sampling approach is employed in the sample selection process. Random selection was used to ensure that representatives from every department were included in the sample.

**SAMPLE SIZE**:

The study's sample consisted of 120 workers selected from among Bharathi Cement Ltd's numerous divisions.

## DATA COLLECTION AND ANALYSIS TOOLS: Structured Questionnaire

**Sampling unit:** BHARATHI CEMENT CORPORATION PVT LIMITED employees from various departments make up the sampling unit for this study.

**Tools for Data Analysis**: **PERCENTAGE ANALYSIS:**

This is the general statistical technique that can be used in any kind of research. Based on this statistical sample, inferences about a much broader population can be made.

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$$\text{Percentage of Respondents} = \frac{\text{No of respondents}}{\text{Total no. Of respondents}} \times 100$$

**SOURCES OF DATA**:

**Primary Data:** Information obtained by the researcher straight from the source, such as through in-person interviews, a phone survey, or written questionnaires, is referred to as primary data.

**Primary Data Sources**: The study's primary data came from a survey given to "BHARATHI CEMENT CORPORATION PVT LTD" employees. Data was collected from workers at entry and mid-level positions using a method known as "Structured Questionnaire."

**Secondary data**: Information that has already been obtained for another purpose but is still valuable is referred to as secondary data.

**Sources of Secondary Data**: Information about the firm profile and other facts was obtained through interviews with executives and other staff members of the organization as well as through corporate records.

**DATA ANALYSIS**

(1) Which method is used to evaluate the employee's performance in Bharathi Cements?

Table Number: 1

| Particulars | No. of respondents | % of respondents |
|---|---|---|
| Paired-comparison method | 14 | 11% |
| 360-degree Appraisal | 80 | 67% |
| BARS | 26 | 22% |
| Total | 120 | 100% |

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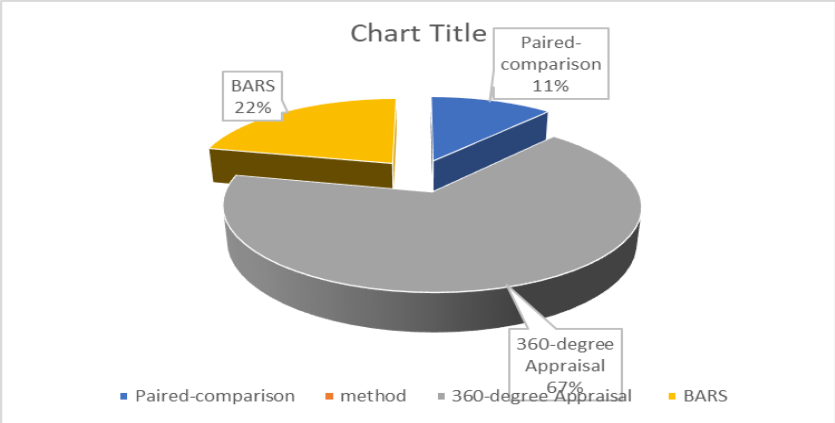


**Interpretation**: Based on above data majority that is 80 respondents told that 360-degree PA Method was used & 26 employees given 22% on BARS method & 14 respondents had given 11% on paired comparison method was used in Bharathi cements.

(2) Are you satisfied with the increment assigned by Performance Management System to each activity that you must complete within the designated time?

Table: 2

| Attributes | No. of respondents | % of respondents |
|---|---|---|
| Yes | 87 | 73% |
| No | 23 | 19% |
| Neutral | 10 | 8% |
| Total | 120 | 100% |

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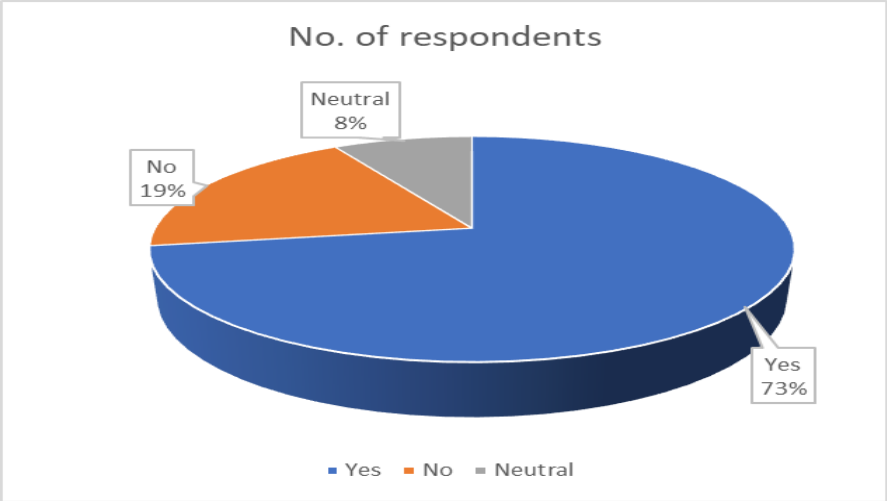


**Interpretation:**

Based on above we can said that 73% percent attributers are mentioned yes, 8% are neutral and 19% percent are no.

(3) Do you think your leadership & interpersonal skills are developed during the Performance Management process?

Table: 3

| Attributes | No. of respondents | % of respondents |
|---|---|---|
| Yes | 78 | 65% |
| No | 12 | 25% |
| Neutral | 30 | 10% |
| Total | 120 | 100% |

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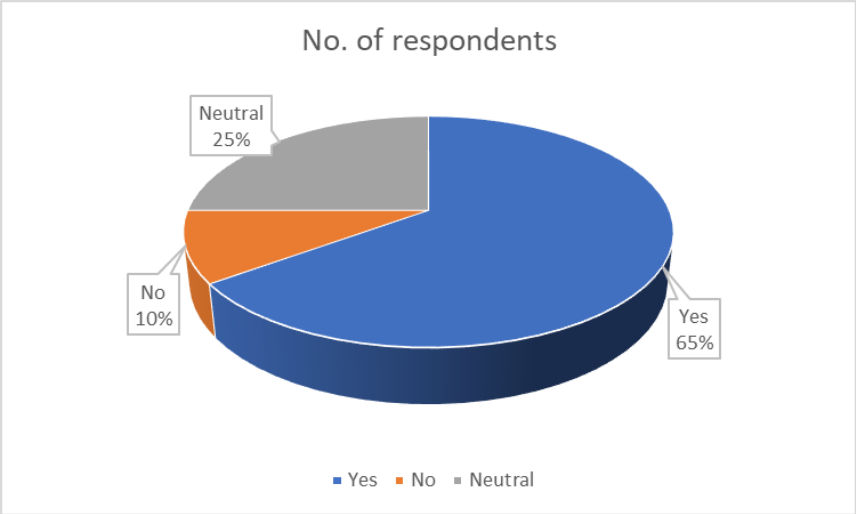


**Interpretation:**65% percent attributers have showing and the respondents has mentioned yes, 25% are neutral and 10% percent are no.

(4) Do you believe that 360-degree Performance appraisal helps people set & achieve meaningful missions and goals?

Table 4:

| **Attributes** | **No. of respondents** | **% of respondents** |
|---|---|---|
| Yes | 60 | 50% |
| No | 11 | 9% |
| Neutral | 49 | 41% |
| Total | 120 | 100% |

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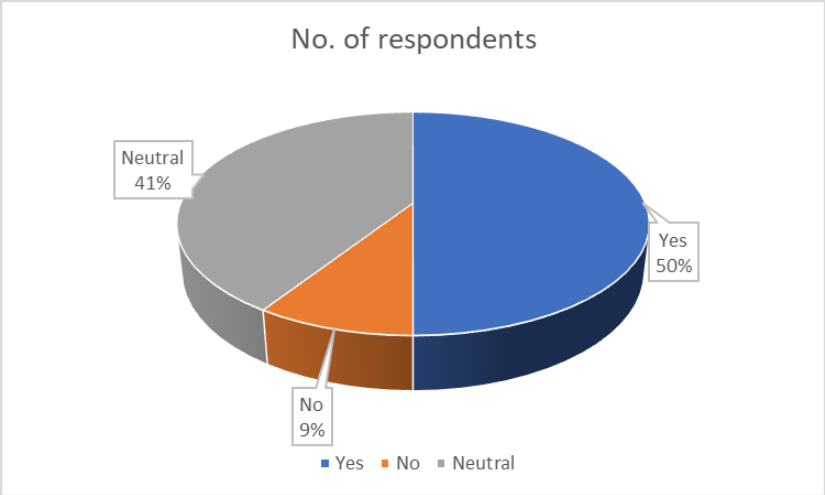


**Interpretation:**

50% percent attributers has showing and the respondents has mentioned yes, 41% are neutral and 9% percent are no.

(5) Are you satisfied with the existing performance management process?
Table:5

| Attributes | No. of respondents | % of respondents |
|---|---|---|
| Satisfied | 98 | 82% |
| Dissatisfied | 0 | 0% |
| Very satisfied | 22 | 18% |
| Total | 120 | 100% |

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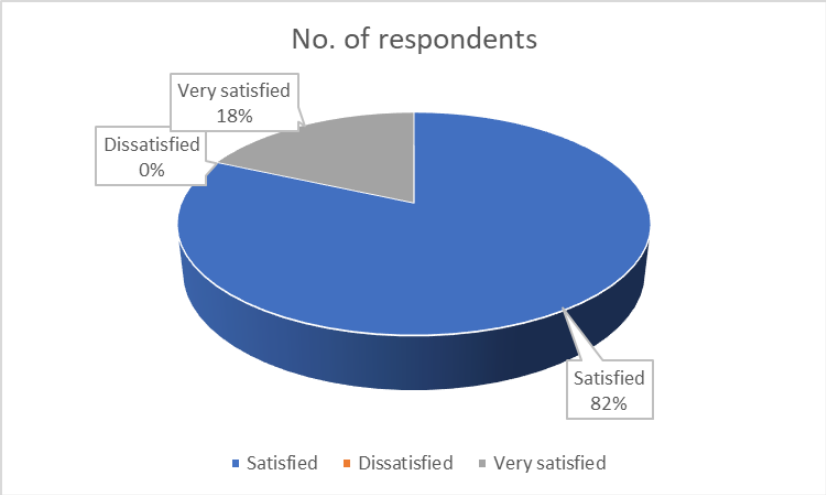


**Interpretation:**

Here 82% attributers has respondent are satisfied, 18% are very satisfied.

## FINDINGS

- Most of the Employees (50%) has been accepted that higher authority are the right persons to assess the employee's performance and also showing interest to give appraisal for every 6months .
- 65% of employees has been accepted that leadership & interpersonal skills are developed during the Performance Management process it is the main motivating aspect for the employees.
- The majority of workers have a positive opinion of the current performance evaluation system and 82% of employees are fully satisfied with present Performance appraisal system.
- Mostly 95% of employees are stating that individual achievement is evaluated without consideration for collective performance.

## CONCLUSION

The performance review is one of the most helpful tools available to managers; it may be used to explain objectives, provide recommendations for enhancement, take into consideration prior efforts, draw attention to accomplishments, and impart essential skills. According to the information I collected for my final project, most employees are happy with the assessment system their firm currently used.

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