



A STUDY ON PERFORMANCE APPRAISAL MEASURES WITH REFERENCE TO ANIMATION INDUSTRY

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ABSTRACT

Performance appraisal is a major management practice to assess the immediate and future relevance of any worker in any given organization. Even today in the era of globalization, Performance Appraisal has become very important and a dire necessity for the employees both in the private as well as public sector organization. Performance appraisals are intended to evaluate the performance and potential of employees. Performance appraisal errors affect the validity and dependability of the performance appraisal systems. The study has been carried out with the objective to understand the satisfaction of employees with regard to the performance appraisal system in the organization and to find out the effectiveness of the performance appraisal system in the organization.

KEY WORDS: *globalization, organization goals, peak performance.*

I. INTRODUCTION

Performance appraisal is the process of evaluation of an employee at higher levels. In order to know whether the selection of an employee is right or wrong, performance appraisal is resorted to. Promotion, transfer, salary increase etc. are some of the matters that are dependent upon the evaluation of the performance of an employee. The qualities of employees that are appraised through performance appraisal are ability to do work, spirit of co-operation, managerial ability, self-confidence, initiative, intelligence etc.

II. OBJECTIVES

1. To understand the satisfaction of employees with regard to the performance appraisal system in the organization.

2. To find out the effectiveness of the performance appraisal system in the organization.

III. SCOPE OF PERFORMANCE APPRAISAL

- This study has scope as it covers a wide range of the effectiveness of the performance appraisal system.
- Increase commitment to organizational goals; develop employees into future supervisors.
- Allow time for self-reflection, self-appraisal and personal goal setting.

IV. REVIEW OF LITERATURE

Muczyk and Gable (1987). The high degree of success or failure of any organization depends on how performance is managed within it. It would be impossible for an organization to achieve its goals,



for instance, giving best employees a sizable pay increase, spot individuals ready for promotion, justifiable grounds for termination of poor performer, and undertaking successful human resource planning, if managers do not give prime concern to make better the performance appraisal of the organization. As to date, it is argued that every performance appraisal system created by organizations contains deficiencies hindering it from successfully attaining its goals in the organization.

Shivali Jindal, Laveena, Navneet (2015) has conducted a study on "Effectiveness of performance appraisal system in selected Indian companies". This study is to understand the perfect setting of performance standards and expectations by observation and providing feedback and the conduct of different appraisal methods helps to achieve the excellent results by managing the performance of the employees. This whole process is known as Performance Management. In other words, it is the process which is designed to understand the pre-fixed work standards in an organization.

Sujith A S (2017) has conducted a study on "Performance appraisal practices in Indian industries". This paper aims to provide a review on the various performance appraisal techniques practiced in Indian economy. Performance Appraisal (PA) is gradually becoming a part of a more strategic move towards integrating HR practices and organizational objectives and might now be seen as a general term covering a range of actions through which organizations seek to measure employees and increase their competence, improve performance and distribute rewards. Globalization has created a niche to sustain and enhance human resource since they are the prime contributors to organizational performance.

V. STATEMENT OF 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. Performance

appraisals rarely focus on developing the employee's skills and abilities. They do not provide commitments of time and resources from the organization about how they will encourage employees to develop their skills in areas of interest to the employee.

VI. METHODOLOGY

To conduct this study, both secondary and primary data sources were used. Secondary data were obtained direct from written documents. Primary data were obtained from Questionnaire.

PRIMARY DATA:

The primary data are those, which are collected freshly and for the first time, from the employees directly. it is collected through the following methods.

1. **Questionnaire:** A structure of questionnaire was prepared and distributed among the employees & workers.
2. **Interview:** Personal interviews and interaction with the employees and contractor labours.
3. **Observation:** By observing the working environment.

SECONDARY DATA:

The secondary data are those which have already been collected by someone or else which have been passed through statistical process. Sources of secondary data can be categorized into two broad categorized named published and unpublished statistics.

VII. METHODS USED FOR DATA ANALYSIS

The tools used for data collection are:

- Percentage Analysis
- Chi – Square

VIII. LIMITATIONS

- If the standards are not clear, the supervisors may follow different standards for different employees.
- Through performance appraisal, only few qualities of employees can be measured. All individuals differ from each other in terms of background, values and behaviour.

**IX. ANALYSIS & INTERPRETATION**

Percentage Analysis

TABLE - 1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

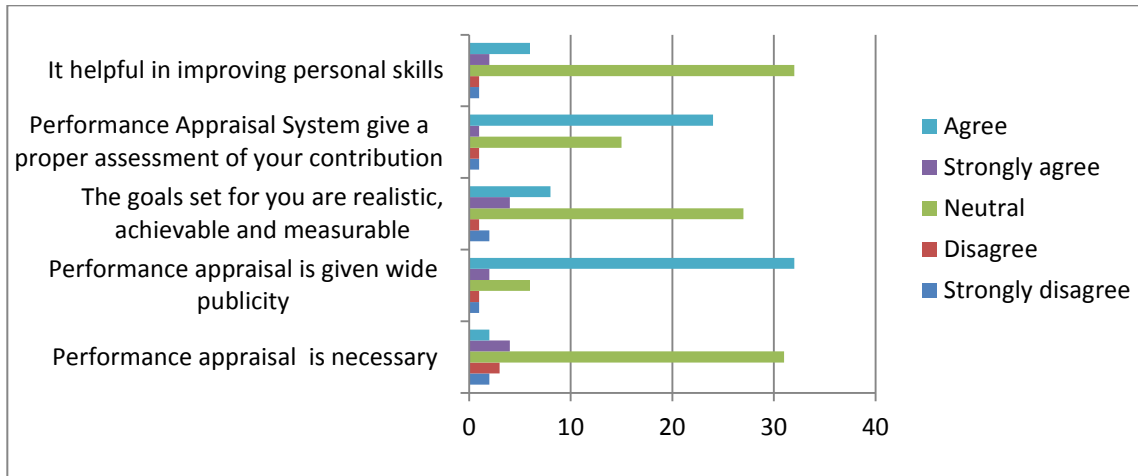
Demographic Profile		Percentage
Gender	Male	64
	Female	35
Age (in years)	Below 20	2
	20-24 yrs	52
	25-29 yrs	36
	30-34yrs	10
Educational Qualification	Diploma	10
	Graduate	52
	Post Graduate	36
	Doctorate	2
Work Experience	0-2 yrs	52
	2-5yrs	36
	5-10 yrs	12

TABLE - 2 EMPLOYEES OPINION TOWARDS THE ORGANIZATION

Sources	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree	Percentage
Performance appraisal is necessary	2	3	31	4	2	74
Performance appraisal is given wide publicity	1	1	6	2	32	76
The goals set for you are realistic, achievable and measurable	2	1	27	4	8	64
Performance Appraisal System give a proper assessment of your contribution	1	1	15	1	24	57
It helpful in improving personal skills	1	1	32	2	6	76



CHART 1 EMPLOYEES OPINION TOWARDS THE ORGANIZATION



The above analysis shows that majority (74%) of the respondents remains neutral with regard to their opinion whether performance appraisal is necessary for the organization; majority (76%) of the respondents agree that the performance appraisal is given wide publicity in the organization; majority (64%) of the respondents remains neutral with regard to their opinion that the performance appraisal goals set for

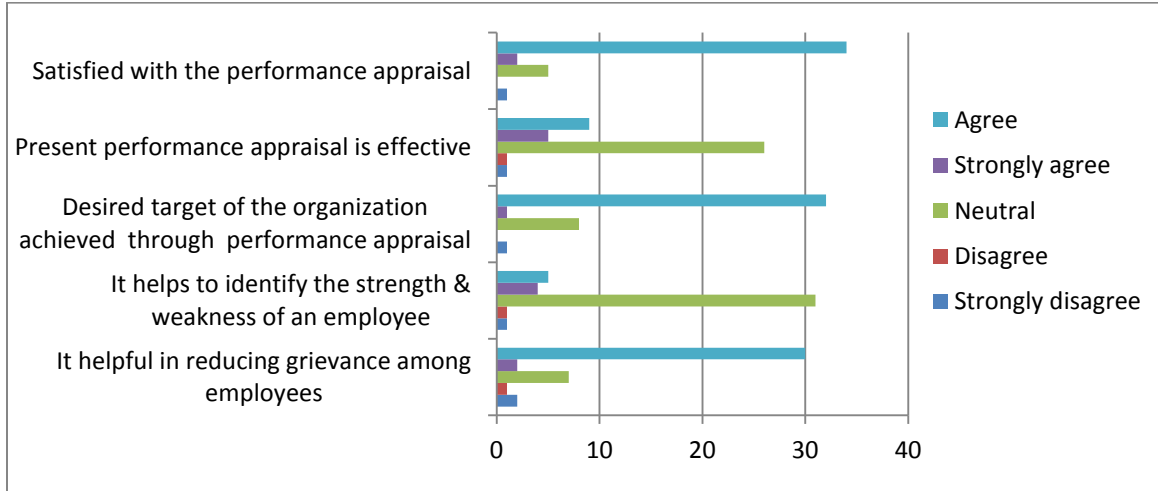
them are realistic, achievable and measurable; majority (57%) of the respondents agree that performance appraisal system gives a proper assessment of their contribution to the organization and majority (76%) of the respondents remains neutral with regard to their opinion that performance appraisal system is helpful in improving personal skills of the employees.

TABLE - 3 LEVEL OF SATISFACTION TOWARDS PERFORMANCE APPRAISAL BY THE EMPLOYEES

Sources	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree	Percentage
It helpful in reducing grievance among employees	2	1	7	2	30	71
It helps to identify the strength & weakness of an employee	1	1	31	4	5	74
Desired target of the organization achieved through performance appraisal	1	0	8	1	32	76
Present performance appraisal is effective	1	1	26	5	9	62
Satisfied with the performance appraisal	1	-	5	2	34	81



CHART 2 LEVEL OF SATISFACTION TOWARDS PERFORMANCE APPRAISAL BY THE EMPLOYEES



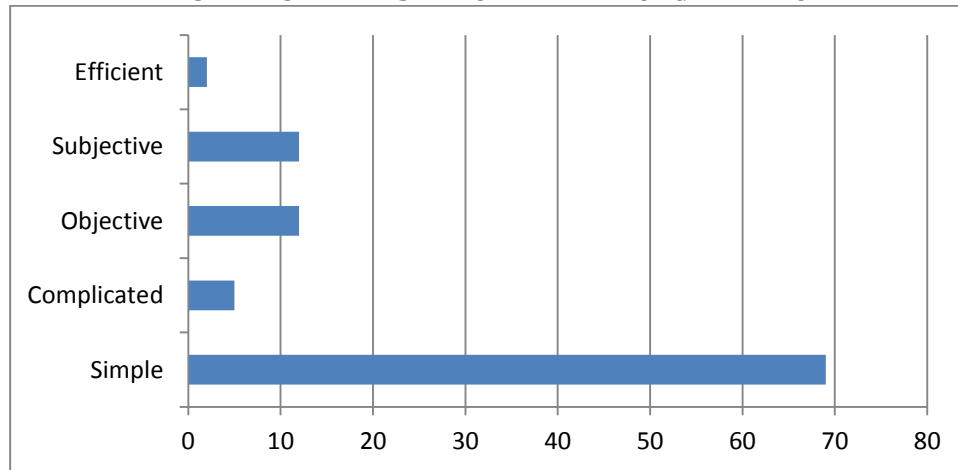
The above analysis reveals that majority (71%) of the respondents agree that the performance appraisal system is helpful in reducing grievance among employees; majority (74%) of the respondents remains neutral with regard to their opinion that the performance appraisal system helps to identify the strength and weakness of an employee; majority (76%) of the respondents agree that the performance appraisal

system help in achieving desired target of the organization; majority (62%) of the respondents remains neutral in their opinion regarding the effectiveness of performance appraisal system and majority (81%) of the respondents agree that they are satisfied with the present performance appraisal system.

TABLE - 4 APPRAISAL MODEL IN THE ORGANIZATION

Appraisal model	Percentage
Simple	69
Complicated	5
Objective	12
Subjective	12
Efficient	2

CHART 3 APPRAISAL MODEL IN THE ORGANIZATION





The above chart implies that 69% of the respondents expressed that the present appraisal system is simple, 5% of the respondents expressed that the present appraisal system is complicated, 12% of the respondents expressed that the present appraisal system is objective, 12% of the respondents expressed that the present appraisal system is subjective and only 2% of the respondents expressed that the present appraisal system is efficient. Therefore, majority (69%) of the respondents expressed that the present appraisal system is simple.

XI FINDINGS

- Majority (72%) of the respondents expressed that they are satisfied with the current performance appraisal system.
- Majority (76%) of the respondents expressed that performance appraisal should be conducted once a month.
- Majority (67%) of the respondents expressed that the performance appraisal system is conducted in order to retain the employees of the organization.
- Majority (72%) of the respondents expressed that management frequently spell out the job expectations before carrying out the periodical performance appraisal.
- Majority (86%) of the respondents expressed that conflicts sometimes arise between employees after the conduct of performance appraisal
- Majority (56%) of the respondents felt that monetary incentives should be increased.
- Majority (67%) of the respondents expressed their opinion that performance appraisal should be carried out by all the superiors to bring out the best of an employee.
- Majority (74%) of the respondents expressed that feedback is provided to the employees within 15 days from the completion of the performance appraisal.
- Majority (88%) of the respondents prefer oral feedback.
- Majority (69%) of the respondents expressed that the present appraisal system is simple.
- Majority (60%) of the respondents expressed that management is using the present performance appraisal system for deciding the pay increase.

The Chi-Square Analysis Highlights the Following Findings

H0₁ : There is no significant relationship between the age of the respondents and their opinion about the present performance appraisal system.

The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between age of the respondents and their opinion about the present performance appraisal system.

H0₂ : There is no significant relationship between the Gender of the respondents and their opinion about the present performance appraisal system

The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between Gender of the respondents and their opinion about the present performance appraisal system.

H0₃ : There is no significant relationship between the Educational Qualification of the respondents and their opinion about the present performance appraisal system

The calculated chi square value is more than the table value at 0.05% confidence level, therefore the null hypothesis is rejected. Therefore, it is understood that there is significant relationship between educational qualification of the respondents and their opinion about the present performance appraisal system with regard to Performance appraisal is necessary, reducing grievance among employees, and helps in identifying the strength & weakness of an employee.

The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between educational qualification of the respondents and their opinion about the present performance appraisal system with regard to wide publicity, realistic, achievable and measurable, proper assessment, improving personal skills, desired target of the organization, Present performance appraisal is effective, Satisfied with the performance appraisal.

H0₄ : There is no significant relationship between the years of experience of the respondents and their opinion about the present performance appraisal system.



The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between Year of the experience of the respondents and their opinion about the present performance appraisal system.

XII. SUGGESTIONS

- Additional training should be offered to the mentally stressed staff which improve their potential and result in top appraisal points.
- The performance appraisal should be in a full fledged way so that others will be accepting this.
- Implement more methods of performance appraisal and update the employees about the type of method used for performance evaluation.

XIII. CONCLUSION

Performance Appraisal is an important human resources practice which provides information to many critical human resource decisions. The option required strong motivation to face the challenges. For every organization to constantly realized its set goals, it is important that Performance Appraisal must become a regular exercise and must occupy central role of the management. The effectiveness of the Performance Appraisal system is also based on to the extent how well Human Resource Development in an organization is oriented.

XIV. REFERENCES

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