

Study of Performance Appraisal practiced at Textile Industry in India

¹Pravin Wararkar, ² Kishor Wararkar

¹MPSTME, SVKM's NMIMS, Shirpur Campus 421405

²Department of Business Management, Central India Institute of Management Studies, Nagpur, India
pwararkar@gmail.com, kishorwararkar@yahoo.com

Abstract

The demand for cotton Industry in today's world has widely been increased due to its inheritable advantages like reduce installation cost, minimum space consumption, easy extension, aesthetic benefits, and its increased productivity options. So, Cotton Industry plays vital role in Textile hub. People differ in their abilities and attitudes. There is always some difference between quality and quantity of the same work on the same job being done by different people. Performance Appraisal of Employees is necessary to understand each employee's abilities, competencies and relative merit and worth for the organization. Performance Appraisal of Employees rates the employees in terms of their performance. Performance appraisals are widely used in the society. The history of performance appraisal can be dated back to the 20th century and then to the second world war when the merit rating was used for the first time. An employer evaluating their employees is a very old concept. Performance appraisals are an indispensable part of performance measurement. This paper explores an overview of study of performance appraisal practiced carried out at Textile Industry.

Key Words: Textile, Cotton, Performance appraisals.

I. Introduction

Performance Appraisal is necessary to measure the performance of the employees and the organization to check the progress towards the achievement of the desired goals and aims. The latest mantra being followed by organizations across the world being—"get paid according to what you contribute" -- the focus of the organization is turning towards performance management and specifically to individual performance. Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. If the process of performance appraisals is formal and properly structured, it helps the employees to clearly understand their roles and responsibilities and give direction to the individual's performance. It helps to align the individual performances with the organizational goals and also review their performance. A system for determining how well employees are performing their jobs, communicating that information to them and making plans to improve their performance. The evaluation of an individual's work performance in order to arrive at objective personnel decisions. An evaluation in which the performance level of employees is measured against established standards to make decisions about promotions, compensation, additional training, or firing. A system for determining how well employees are performing their jobs, communicating that information to them and making plans to improve their performance. Process of evaluating the extent to which people are doing their assigned work satisfactorily. Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization.

A. Need for Performance Appraisal

Performance appraisal is needed to provide information about the performance ranks basing on which decision regarding salary fixation, confirmation, promotion transfer are taken. It also helps to provide the feedback about the achievement behaviour of the subordinate. A subordinate which helps to review the performance of the subordinate rectifying performance deficiencies and setting new standards of work, if necessary. An important aspect which is counselling of the subordinate can also be achieved through this technique. Counselling helps to diagnose the deficiency in the employee regarding skill, knowledge, determining the necessity of training required for the employee growth and development, which in turn helps to place the employee aptly, resulting in a conducive environment preventing grievance and in disciplinary activities leading to higher productive workforce for long term. Performance management is an ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. It is a philosophy which values and encourages employee development through a style of management which provides frequent feedback and fosters teamwork. It emphasizes communication and focuses on adding value to the organization by promoting improved job performance and encouraging skill

development. Performance Management involves clarifying the job duties, defining performance standards, and documenting, evaluating and discussing performance with each employee.



Figure 1: Need for Performance Appraisal

Managing employee performance is an integral part of the work that all managers and rating officials perform throughout the year. It is as important as managing financial resources and program outcomes because employee performance, or the lack thereof, has a profound effect on both the financial and program components of any organization. Performance elements tell employees what they have to do and standards tell them how well they have to do it. In an effective organization, work is planned in advance. This includes setting performance expectations and goals for individuals in order to channel efforts toward achieving organizational objectives. Involving employees in the planning process is essential to their understanding of the goals of the organization, what needs to be done, why it needs to be done, and expectations for accomplishing goals.

II. Scope & objectives of the performance appraisal

A. Scope of performance appraisal

Performance appraisal is going over how employees have worked. This is important because it can highlight problems that there have been. This can be through low production figures and then any issues that employees could have had can be raised. This will then motivate them as they know a problem will be solved and that they will not get the blame. It is also another chance for employers to motivate employees if they do not have many opportunities in the workplace. As discussing about the Performance Appraisal Technique it would be helpful for the following reasons: Discuss the strengths and weakness of appraise & Feedback of appraise is encouraged. Explains the ways to improve the performance. For promotion, separation and transfer decisions. Feedback to employees regarding how the organisation viewed the employee's performance. To evaluate the contribution made by the individual and entire department in achieving goals. To decide about training and development programme & know about the weakness of employees that must be removed. In short, it may be concluded that performance appraisal is a window through which employer can look deeply in to the professional life of their employees and may help to improve their performance to achieve the desired standard. And through it will help the employees to know how they are performing because their performance is going to be evaluated against a standard by a particular method known to them in advance.

B. Objectives of Performance Appraisal

To have deeper knowledge of employees' Performance Management System' To get an idea of the existing Performance Appraisal System in "Vidarbha Vinkar Shetkari Sahakari Sut Girni Ltd." in a broader perspective & study the employees' general opinion of this system. To study the effectiveness of Performance Appraisal System with regard to both employer and employees & to study the existing criteria on which the existing Performance Appraisal System is based to study the further scope for improvement in the present Performance Appraisal System.

IV. Data analysis & interpretation

Process of Data Analysis & Interpretation carried out at “Vidarbha Vinkar Shetkari Sahakari Sut Girmi Ltd.” and categories in to: (1) Editing (2) Coding (3) Classification (4) Tabulation

Que. 1: How long have you been the employee of this Industry?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Below 1 year	2	5
2	1 to less than 2 years	6	8
3	2 to less than 5 years	8	15
4	More than 5 years	34	72
Total		50	100

Table 1: No of Respondent working in Industry from many years

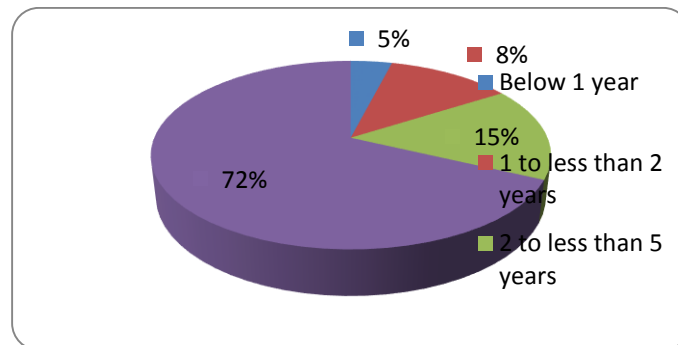


Figure 2: No of Respondent working in Industry from many years Interpretation:

72% of employees are working in the Industry for more than 5 years. More than 2 to less than 5 years there are 15% of employees, more than 1 to less than 2 years there are 8% of employees working in the company, Less than 1 year there are 5% of employees working in industry

Ques. 2: Are you aware that there is a performance appraisal system in your organisation?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Yes	39	78
2	No	11	22
Total		50	100

Table 2: No of Respondent knowing Performance Appraisal System of Industry

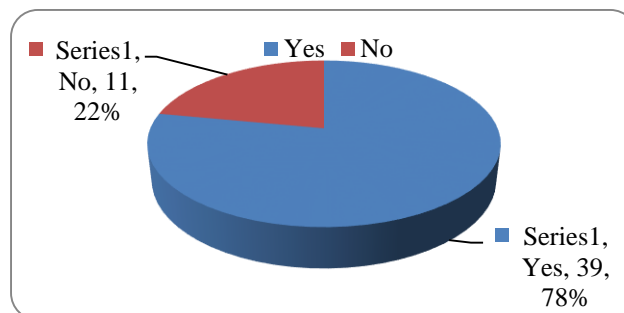


Figure 3: No of Respondent knowing Performance Appraisal System of Industry

Majority, i.e. 78% of employees are aware about the performance appraisal system in the industry.22% of employees are not aware about the performance appraisal system in the industry

Que. 3: Duration of performance appraisal?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Quarterly	24	48
2	Yearly	15	30
3	Both	11	22
Total		50	100

Table 3: Duration of Performance Appraisal System of Industry

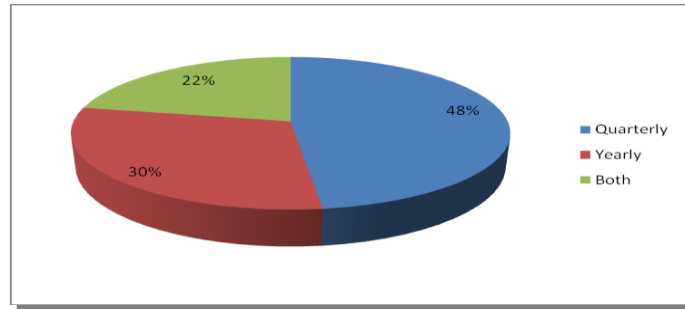


Figure 4: Duration of Performance Appraisal System of Industry

Majority i.e. 48% employees said that duration of performance appraisal is Quarterly, 30% employees said that duration of performance appraisal is yearly while, 22% of employees said that duration of performance appraisal is both i.e. (quarterly, yearly) at the industry

Que. 4: Are you aware of the parameters on which performance appraisal is carried out?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Yes	14	35
2	No	26	65
Total		50	100

Table 4: No of Respondent aware of parameters on which Performance Appraisal is carried out

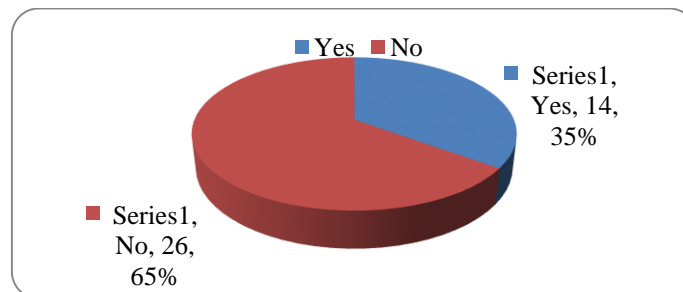


Figure 5: No of Respondent aware of parameters on which Performance Appraisal is carried out Majority i.e. 65% of employees are not aware about the parameters of performance appraisal in the company. 35% of employees are aware about the parameters of performance appraisal in the industry.

Que. 5: Is there proper interaction during appraisal with your manager/team leader/HR manager?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Yes	12	24
2	No	38	76
Total		50	100

Table 5: No of Respondent who interacts with manager/team leader/HR manager

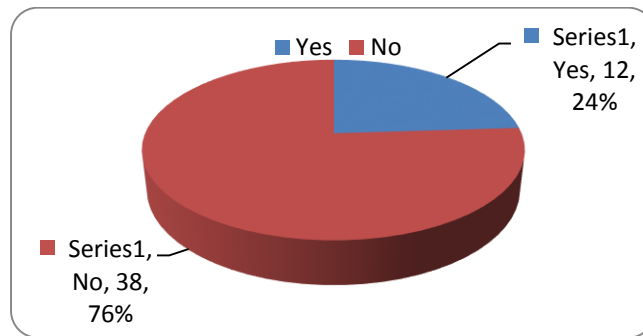


Figure 6: No of Respondent who interacts with manager/team leader/HR manager

Majority i.e. 76% of employees did not have proper interaction during the performance appraisal in the company. 24% of employees had proper interaction during performance appraisal at the industry.

Que. 6: Are you given the opportunity to participate in setting objectives for achieving performance appraisal goal?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Always	10	20
2	Sometimes	20	40
3	Never	20	40
Total		50	100

Table 6: No of Respondent who participate in setting objectives for achieving performance appraisal goal

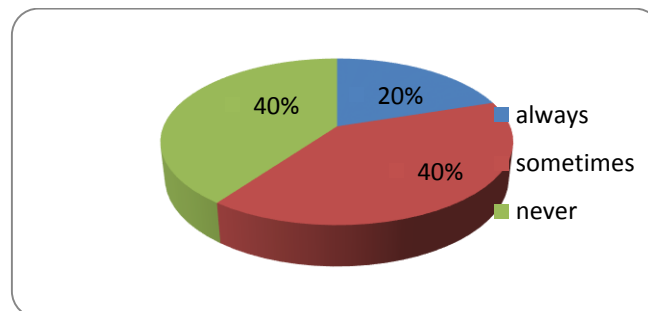


Figure 7: No of Respondent who participate in setting objectives for achieving performance appraisal goal 40% of the employees responded that they are sometimes given the opportunity, 40% responded that they are never given the opportunity while, 20% responded they always given the opportunity to participate in setting objectives for achieving performance appraisal goal at the industry

Que. 7: Do you think that performance appraisal help in career planning?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Yes	44	88
2	No	6	12
Total		50	100

Table 7: No of Respondent who says performance appraisal help in career planning

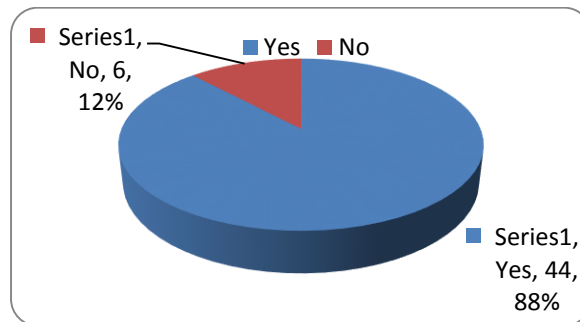


Figure 8: No of Respondent who says performance appraisal help in career planning Majority i.e. 88% of employees responded that performance appraisal help in there carrer planning, 12% of employees did not help performance appraisal in there carrer planning in the industry

Que. 8: Which of the following appraisal you have achieved?

Sr. No.	Particulars	No of Respondent	Respondent %
1	Increments	33	66
2	Promotion	11	22
3	Transfer	3	6
4	Demotion	0	0
5	Delegation of authority	0	0
6	Recognition	3	6
7	Any facility	0	0
Total		50	100

Table 8: No of Respondent achieved performance appraisal

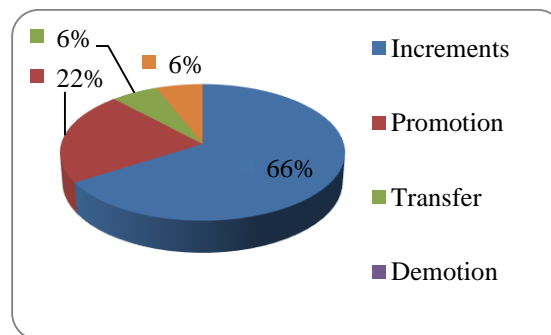


Figure 9: No of Respondent achieved performance appraisal Majority i.e. 66% of employees achieved increments as a performance appraisal, 22% of employees achieved promotion as a performance appraisal, 6% of employees achieved transfer and recognition as a performance appraisal in the industry

Que. 9: Are you satisfied with performance appraisal system?

Sr No.	Particulars	No of Respondent	Respondent %
1	Yes	16	32
2	No	34	68
Total		50	100

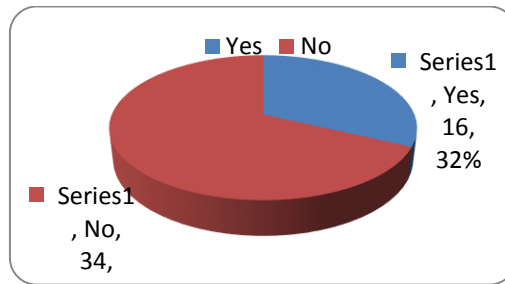
Table 9: No of Respondent satisfied with performance appraisal system

Figure 10: No of Respondent satisfied with performance appraisal system Majority i.e. 68% of employees are not satisfied by performance appraisal system in the company, 32% of employees are satisfied by the performance appraisal system at the industry

V. Conclusion

A well-designed performance appraisal system supports an integrated human resource strategy which enables the attainment of organizational and business goals. And therefore it will enable the assessment of the present and future potential of staff and determines the training and development needs.

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