



HRM is Direct Related With Performance appraisal

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ABSTRACT

The Performance Appraisal System (PAS) is a very important HRD sub system within any organization. It is not only an important tool for review & appraisal of individual performances, but it helps a great deal in identification & appraisal for training and development needs. If designed & implemented well, the whole process of PAS, in fact, contributes greatly towards people's overall development within an organization, which in turn contributes to the growth & development of the organization itself. This system has to be reviewed regularly and revised system be implemented PAS is the backbone of the HR policies and practices (HRM) in any organization.

It is felt that to achieve the objectives of employees' development and organizational improvement, organizations should now move to a larger frame of performance appraisal system, making it compulsory to make a periodic review & bring in needed changes from time to time. Performance management is a joint process where both the supervisors and the employees identify common goals, which correlate to the higher goals of the organization. For all this purpose, there is need & scope for full research on the subject, particularly in the context of public sector banks where we see a lot of competition & change both from the employees' & customers' perspective. Fairness and clarity of PAS should be essential which results in satisfaction, improvement in performance, motivation and positive perception towards performance bonuses. In the present study an attempt has been made to study the effects of PAS on employee satisfaction in two working units of cement industry covering almost all the departments . A sample of 100 employees shree cement ltd .beawar was carried out by the researcher for the study. For the purpose of this study multi-stage probability sampling was adopted. The data was collected through close ended questionnaire of using five point scales. The results show that there a positive relationship between the independent and dependent variables. India is the second largest cement producer in the world that makes cement industry one of the most important industry in India.

KEYWORDS: Performance appraisal, cement industry.

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. To provide a feedback to employees regarding their performance and related status.
6. It serves as a basis for influencing working habits of the employees.
7. To review and retain the promotional and other training programmes.

Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
 - a. Through performance appraisal, the employers can understand and accept skills of subordinates.
 - b. The subordinates can also understand and create a trust and confidence in superiors.
 - c. It also helps in maintaining cordial and congenial labour management relationship.
 - d. It develops the spirit of work and boosts the morale of employees.

All the above factors ensure effective communication.

6. **Motivation:** Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

METHODS OF PERFORMANCE APPRAISAL:

Traditional Method	Modern Method
1) Straight Ranking Method	1) BARS
2) Rating Scale	2) MBO [Management By objectives]
3) Graphic Rating Scales	3) 360 Degree Appraisal
4) Forced Distribution Method	4) Human Resource Accounting.
5) The checklist Method	
6) Critical Incidents	
7) Field Review Method	
8) Essay Method	

Area of study:

The study is a descriptive and analytical nature and main aim is , to understand the Performance Appraisal of cement industries in Rajasthan with special reference to Shree cement Ltd.

- Study shows that Performance appraisal is direct related with training and development.

OBJECTIVES OF THE STUDY

- 1.To major performance appraisal system of employees in cement industries in Rajasthan with special reference to Shree cement Ltd.
- 2.To analyze , understand and review the existing performance appraisal system and its relationship.

LITERATURE REVIEW**Goyal, Rita (2011)**

For the purpose of the study, data were collected through personal contact of 250 employees in four branches of LIC in northern India. The result of study revealed that difference is significant between the perception of male and female employees regarding performance appraisal. Female employees have favorable attitude towards performance appraisal as compared to male employees. There is no significant difference among employees at different level regarding their perception of performance appraisal selected branches of LIC.

Akuoko, Kofi Osei (2012)

For the study data were collected from 147 employees of six financial institutions were chosen in the Kumasi Metropolis, Ghana. The study demonstrated that the performance appraisal system can be an effective tool in employee motivation if both the process and outcome are fair. The study also revealed that employee participation in the appraisal process was high and this led to employee motivation and perception of the process and outcome as fair.

Sandeep Kumar Joshi(2012)

Performance Management System: A Factorial Study Of Cement industry Rajasthan .To identify key factors of performance management system by factorial study which have significant imp **Research Methodology to be adopted**

The research will be carried out using a combination of Primary and Secondary data.

Primary Data-Survey in study area:-The primary data will be collected :

1. Through interviews
2. self-administered questionnaire's.

Secondary Data:-The secondary data will be collected through -

- 1.Articles
- 2.Magazine andNewspaper
- 3.Reports and Journal
- 4.Internet
- 5.Shree cement Ltd. Office

RESEARCH DESIGN:

1.The study is to measure effectiveness of the training program through performance appraisal system provided by the employees.

2.Descriptive research is also called statistical research .the main goal of this type of research is to describe the data and characteristics about what is being studied.

RESULTS:-**Employees Satisfaction towards Performance Appraisal System**

Sl. No.	Particulars	Frequency					Mean
		Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	
1	Performance appraisal process followed by the company	0	1	2	73	24	4.20

2	PAS helps to training needs	2	6	7	71	14	3.89
3	PAS give chance to personnel development	1	8	2	55	34	4.13
4	appraisal process give promotion	1	7	3	55	34	4.11
5.	PAS based on fair rating system	0	1	2	73	24	4.20

Source: Field Survey

:-From the above table we find it that there is positive response the performance appraisal system . Based on the findings of the study, it can be concluded that to the large extent, workers are comfortable with the way performance appraisal is being implemented at Shree Cement Ltd. They are aware, they are training and participating in setting goals, evaluation and feedback to the employees.

CONCLUSION

Performance Appraisal is a key tool in making of organisations human resource. The purpose of the study was to measure the performance appraisal system in Shree cement Ltd. Employees are having different views towards each factor of performance appraisal. Performance appraisal direct related to training and developments. Even employees have different opinions towards satisfaction of performance appraisal. For maintaining transparency in performance appraisal system in cement industry 360 degree method of performance appraisal should be adopted. Employees should be given rewards as per their achievements of targets. Employees should be given adequate training so, that they can easily participate in appraisal process. performance appraisal direct impact on motivation ,communication and other HR functions.

Suggestion :

It is recommended that it should use performance appraisals effectively on individuals and departments. Guidance should be developed for staff receiving appraisals. Increase the awareness level of employees during the performance appraisal period. It will be better if the management provides incentives to employees.

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APPENDIX

Sl. No.	Particulars	Frequency					Mean
		Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	
1	Performance appraisal process followed by the company	1	2	3	4	5	
2	PAS helps to training needs	1	2	3	4	5	
3	PAS give chance to personnel development	1	2	3	4	5	
4	appraisal process give promotion	1	2	3	4	5	
5.	PAS based on fair rating system	1	2	3	4	5	

Source: Field Survey