"A STUDY ON PERFORMANCE APPRAISAL IN DALMIA CEMENT

B.[1] ANUSHA, [2] P. VENKATA ANJANI LASYA

EMAIL-ID : burrianu46@gmail.com, lasyacbit2024@gmail.com

1. Student, department of MBA Chaitanya Bharathi institute of technology (Autonomous), proddatur.
2. Assistant professor department of MBA Chaitanya bharathi institute Technology (Autonomous) proddatur.

Abstract

Performance appraisal in which the organization is making judgement about one is working with and about oneself. It serves as a basis element of effective work performance

Performance appraisal is essential for the effective management and evaluation staff. It aims to improve the organizational performance as well as individual development. To complete the project used primary data and secondary data. Calculating the opinions of employees by using percentage analysis and graphical method. Most of the employees given response that they are being appraised their performance by using annual appraisal report and self-appraisal report.

Key words:

Performance management, effective management, team management, communication, adaptability, work performance.

INTRODUCTION

Performance appraisal is a systematic and periodic evaluation of an employee's job performance and overall contribution to an organization. It is a key aspect of human resource management (HRM) that helps organizations assess employee effectiveness, provide feedback, and support career development. Organizations use performance appraisals to identify strengths and areas for improvement, set future goals, determine promotions, and align employee efforts with business objectives. A well-structured appraisal system enhances employee motivation, increases productivity, and fosters professional growth. By implementing fair and objective evaluation methods, companies can improve communication between managers and employees, create a culture of accountability, and drive organizational success.

Importance of Study:

1. improves employee performance:

Regular feedback and catching enhance employee skills knowledge and performance

2. Aligns with organizational goals:

Performance appraisal ensures that employee goals align with organizational objectives driving business results

3. Enhance employee engagement

Performance appraisal fosters open communication increasing employee motivation and satisfaction

4. Supports succession planning:

Performance appraisal data identifies potential leaders and succession candidates employee retention,: regular feedback and coaching increase employee satisfaction reducing turn over and improving retention

Factors Influence:-

Performance appraisal system:

1. The effectiveness of the method used 360-degree feedback self- appraisal management by objectives

2. **Organization culture**: a culture that values performance appraisal improves appraisal effectiveness

3. **Technology &tools**: the use of hr. analytics AI- driven appraisal and automated performance tracing systems

4. **Self-appraisal**: employees who actively participate in self-appraisal often show higher improvement

5. **Industry trends**: competitive benchmarking within the industry affects how performance is measured

IMPACTS OF THE STUDY

1. Economic Conditions – Financial constraints may limit salary adjustments or incentives tied to performance appraisals.

2. Legal and Regulatory Compliance – Labor laws and regulations influence how companies conduct appraisals and handle employee evaluations.

3. Industry Trends – Best practices for performance evaluations evolve based on industry standards and emerging HR trends.

4. Workplace Diversity and Inclusion – Companies must ensure appraisals do not discriminate against employees based on gender, race, or other protected characteristics.

5. Remote Work Dynamics – Virtual work environments make traditional appraisal methods challenging, requiring new approaches for evaluating performance.

Solution:-

1. Implement a Regular Feedback System: Establish a regular feedback system, where employees receive timely and constructive feedback on their performance.

2. Use a Standardized Evaluation Form: Develop a standardized evaluation form to ensure consistency and fairness in the evaluation process.

3. Provide Training for Managers Provide training for managers on effective performance appraisal techniques, including goal-setting, feedback, and coaching.

4. Streamline the Performance Appraisal Process: Streamline the performance appraisal process, reducing administrative burdens and ensuring that the process is efficient and effective.

5. Ensure Consistency and Fairness Ensure consistency and fairness in the performance appraisal process, using standardized evaluation forms and criteria.

Review of Literature:-

Sannong. 2008) 25 representatives learned at That college and covered bosses, chants, trumpeters and winkers chosen it has been observed that the 360-degree examination framework mutual assess workers.

Sharkie, Robert (2009) in this review, it has been found that weakness of workers in the homes relationship has expanded the significance of confidence in empowering representative for additional job conduct outside their authoritative or lawful impulse Trust can areas of strength for make bond which can help in expanding representative execution

Lin. Niangmin and Batt, Rosemary (2010) This staggered concentrate on inspected the job of hosses in further developing representative execution using training and gathering the executive's practices and result shows that how much instructing that a worker got every single month anticipated objective execution upgrades over the long haul.

Mone, Edward-et al (2011). Concentrate on directed in a huge company and results showed that presentation the board can assume a significant part for directors, as encouraging elevated degree of worker commitment and staying balanced. In the long run, it is observed that exhibition the executives is a driver of worker commitment.

Nadeem. M et.al, 2014, Performance refers to the well-organized planning, achievement and accomplishment of the given task. It not only focuses on the achievement of goals but also the ways how the goals are achieved. Performance shows both behaviour and achievement. It depends on variety of questions and multidimensional ideas. IN school organization performance is not only about efficiency but also about behaviour's and acts to achieve the goals.

Objectives of the study:-

1. To Study the existing performance appraisal system followed in Dalmia cement.

2. To know the satisfactory level of employees about performance appraisal system.

3. To know employee's perceptions towards the existing performance appraisal system. To Study that performance appraisal system aims at strengthening the superior subordinate relationship.

4. To evaluate the effectiveness of present appraisal system through employee opinion.

Research Methodology:-

Sources of data:

 Sources of data are both primary and secondary

Primary data: collected by using a structured questionnaire

Secondary data: collected from company Research instrument: well-structured questionnaire

Research approach:

Survey method Sampling size: 100 from various departments Sampling technique: convenience sampling technique Sampling unit: managers from all cadres

Primary Data Collected through:

1. Surveys & Questionnaires - Structured questions for employees and HR managers.

2. Interviews One-on-one or group   discussions with HR professionals

3. Observations - Examining appraisal processes and their impact on employee behavior.

Secondary Data Sourced from:

1. Company reports, HR policies, and performance appraisal manuals.

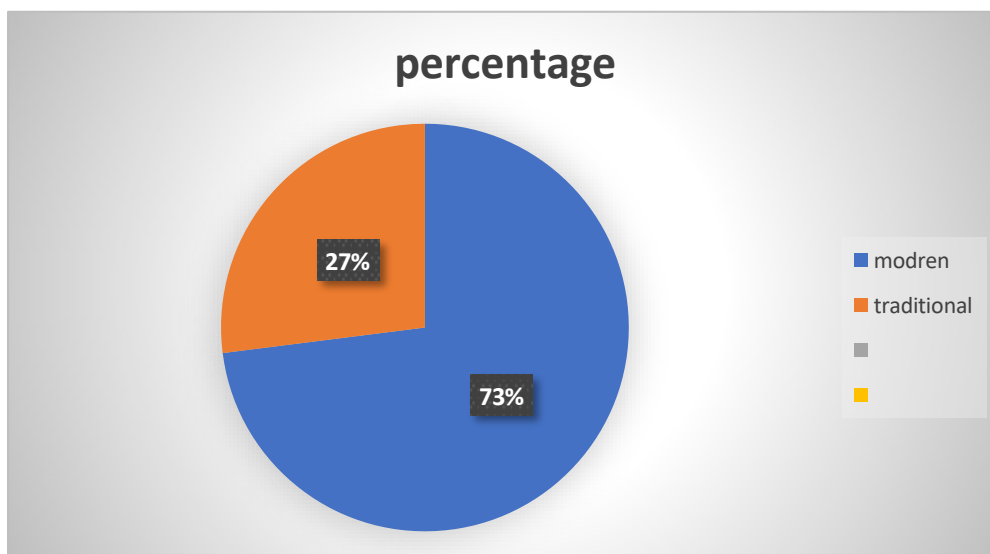2. Industry research papers, government reports, and academic journals.

DATA ANALYSIS & INTERPRETATION

1. Which type of performance appraisal prefer in the organization?

   A. Modern   B. Traditional

| State of opinion	No of Respondents	Percentage of respondents
Modern	80	73
Traditional	30	27
Total	110	100

Interpretation:

From the study 73% of the employees said that traditional method and 27% employees said that modern method followed for conducting Appraisal.

2. Do you agree that the performance appraisal system is a time- consuming process?

A. Strongly agree B. Agree C. Neutral   D. Disagree E. Strongly disagree

| Of opinion	No. of responses	Percentage of respondents
Strongly agree	20	18
Agree	10	9
Neither agree nor disagree	40	36
Disagree	15	14
Strongly disagree	25	23
Total	110	100
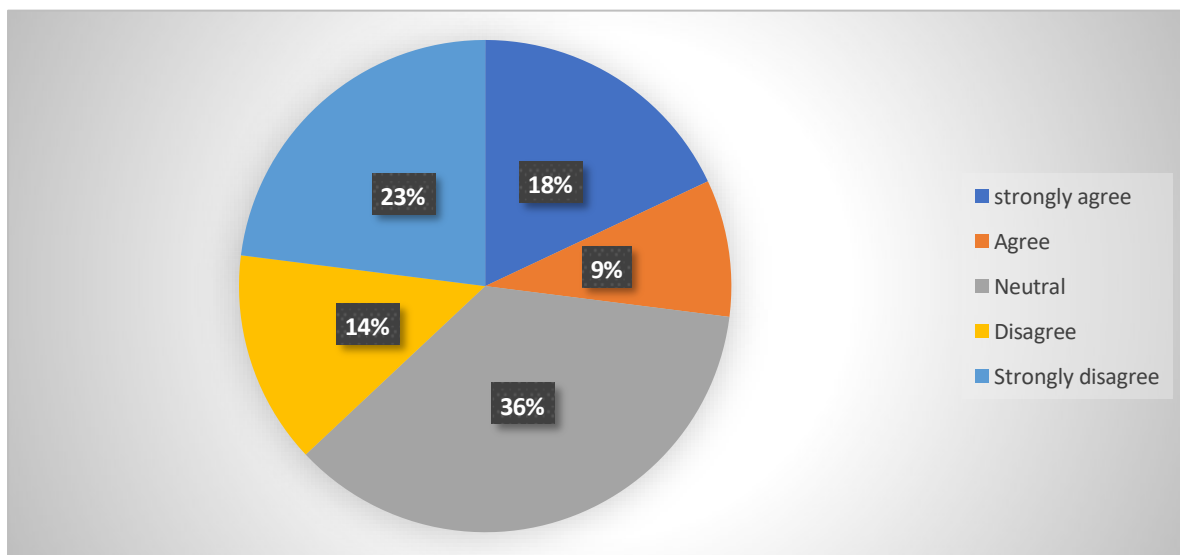
Interpretation:

From the above study 27% of the respondents stated that they strongly agree that the performance appraisal is a time-consuming process and 36% of the respondents are neutral and remaining 37 % of the respondents are disagree.

3. Do you satisfy with present performance appraisal system?

A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly disagree

State of opinion	No of respondents	Percentage of respondents
Highly satisfy	14	13
Satisfy	35	32
Neutral	28	25
Dissatisfy	17	15
Highly dissatisfy	16	15
Total	110	100
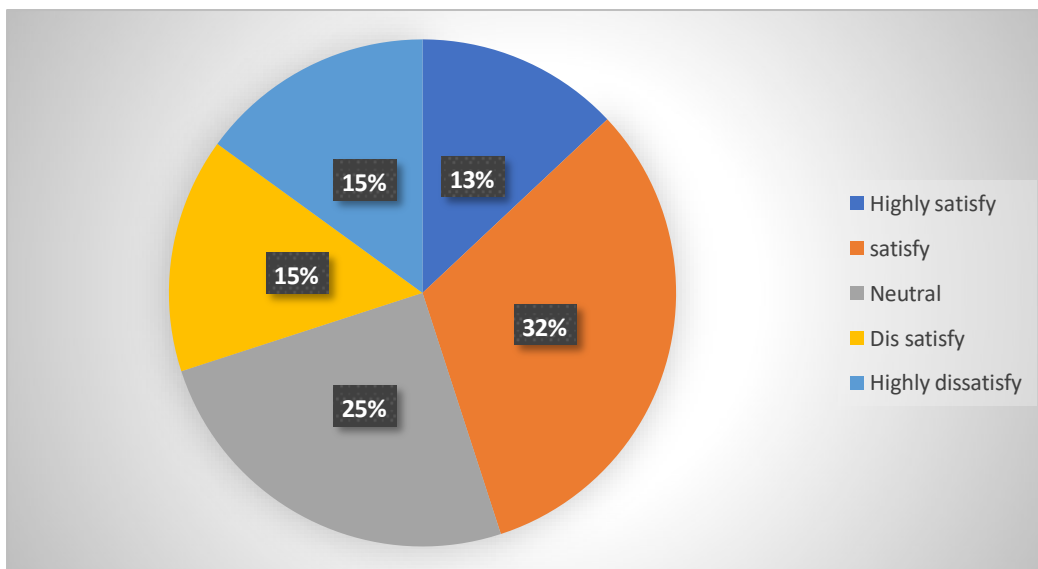
Interpretation:

From the above data 13% of respondents are highly satisfied, 32% of the respondents are satisfied, 25% of the respondents are neutral, 15% of the respondents are dis satisfied and 15% of the respondents are highly dissatisfied regarding existing performance appraisal system.
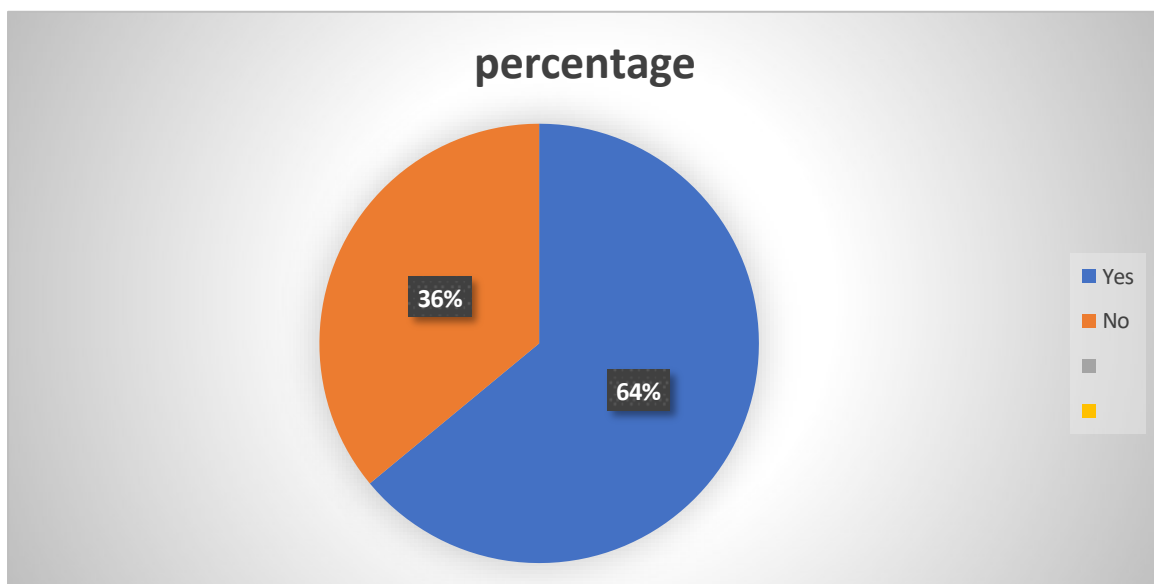
4. Do you support with your superior in performance appraisal system?

A. Yes   B. No

| State of opinion	No of respondents	Percentage of respondents
Yes	70	64
No	40	36
Total	110	100

Interpretation:

From the study, 64% of the employees said yes that they are getting support from their superiors to improve their performance and 36% of the employees said no.

5. Do you agree that the current performance appraisal system aims at strengthening the superior and subordinate relationship?

A. Strongly agree B. Agree C. Neutral D. Disagree E. Strongly disagree

State of opinion	No of respondents	Percentage of respondents
Strongly agree	29	26
Agree	23	21
Neither agree nor disagree	32	29
Disagree	16	14
Strongly disagree	12	10
Total	110	100
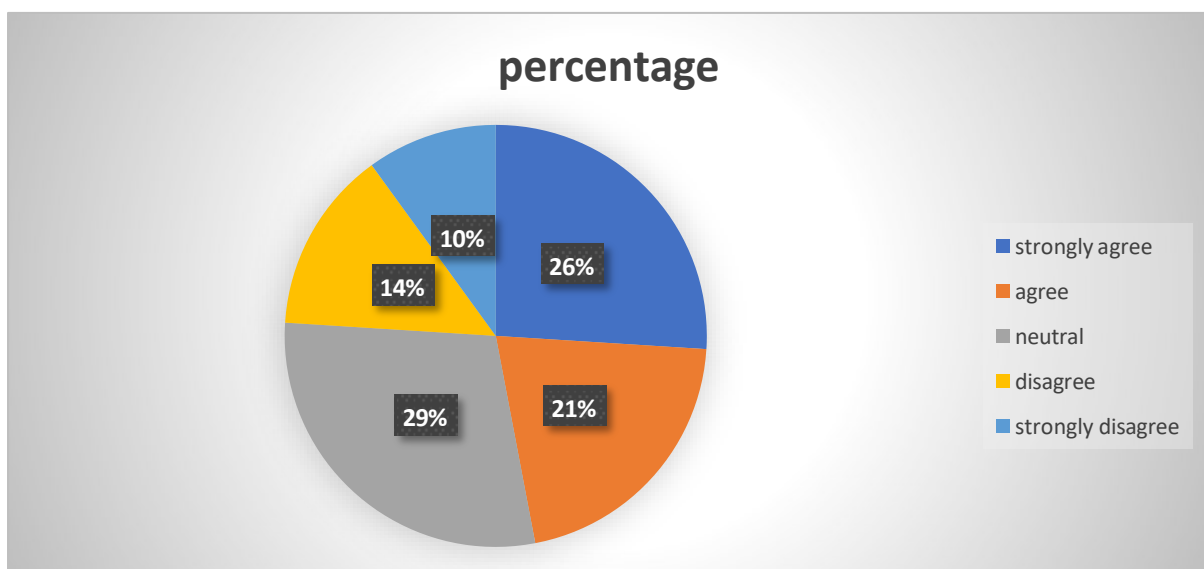
Interpretation:

From the study, majority of the employees (47%) agreed that the appraisal system aims to strengthen their relationship with their superiors, 29% expressed neutral opinion and 24% disagreed with the statement.

FINDINGS

1. The majority of employees (73%) prefer the traditional method for conducting appraisals prefer modern methods. This indicates a preference for more conventional approaches performance evaluation.

2. A significant portion of respondents (27%) strongly agree that performance appraisal is time consuming, while a slightly higher percentage (37%) disagree However, substantial (36%) remain neutral on this issue, suggesting a lack of consensus on the time efficiency of the process

3. The satisfaction levels regarding the existing performance appraisal system vary, with 13% highly satisfied, 32% satisfied, 25% neutral 15% dissatisfied, and 15% highly dissatisfied This indicates a mixed perception among employees, with a significant portion expressing dis satisfaction.

4. A majority of employees (64%) report receiving support from their superiors to improve their performance, while 36% de not. This suggests that while a significant portion of employees feel supported, there is still room for improvement in supervisor support across the board

5. A majority of employees (47%) agree that the appraisal system aims to strengthen their relationship with their superiors, while 29% express a neutral opinion and 24% disagree. This indicates a positive perception among a significant portion of employee's regarding the relationship-building aspect of the performance appraisal process.

SUGGESTIONS

1. Since the majority prefer traditional methods, consider conducting training sessions of workshops to familiarize employees with modern appraisal methods Thus can help bridge the gap and introduce more efficient evaluation techniques.

2. Explore ways to streamline the performance appraisal process, such as utilizing technology for automated evaluations or providing clearer guidelines for appraisal discussions Additionally, offering flexibility in scheduling appraisal meetings. could help about time consumption

3. Conduct a comprehensive review of the existing performance appraisal system based on feedback from dissatisfied employees. Implement changes to address identified issues and improve overall satisfaction levels, possibly through focus groups or surveys to gather specific improvement suggestions

4. Provide training to supervisors on effective performance management techniques, including how to provide constructive feedback and support for employee development. Encourage regular check-ins between supervisors and employees to ensure ongoing support and guidance.

5. Foster open communication channels between employees and their superiors to enhance trust and collaboration. Encourage regular one-on-one meetings to discuss performance and career development goals, reinforcing the positive aspects of the appraisal system in relationship building

Conclusion:-

From the study, we can come to certain conclusions. Though a majority of the respondents are aware of the performance appraisal system. In the organization they have come to know about it only in the later stage. They also invariably see the need for the performance appraisal system. Most of the employees feel that performance appraisal system is objective and that it provides opportunities to discover their potential. They also accept that the performance appraisal system improves communication within the organization. Though a majority of the respondents say that they receive feedback from their appraiser they are not very appreciative of the extent of feedback. The employees express that the use of performance appraisal system can be improved further for their betterment. The employees' welfare being the prime concern it should be made sure that the performance appraisal system should be modified to suit the needs of the employees.

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