

A Study On The Performance Appraisal Of Employees In Jayam Engineering Works (P) Ltd

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ABSTRACT: *Performance appraisal should be a two way approach, both from the supervisor and subordinate. The study presents a review of the performance appraisal process in relation to performance and feedback at Hewlett Packard. The purpose of PA is to help the employee perform better, accomplish more and be motivated to work towards making an organization more effective. The performance appraisal is the evaluation of on employee job performance in order to determine the degree to which the employee is performing effectively. Performance appraisal should be designed to show more precisely how well workers are doing their jobs. The Performance Appraisal needs to be very transparent and helpful both to the employees and to the organization. The need is to get a feedback from appraisers and appraises working in the organization, about the current state of the PA. Only after analyzing the current state of PA, the human resource managers can go to the next step of improvements in PA. A survey is therefore required. The type of research chosen is quantitative in nature. The research is undertaken to ascertain the views / opinions of the Raters and Rates working with the company and to suggest appropriate modifications about the existing PA Structured questionnaire has been prepared and discussed personally with the respondents.*

Keywords: *performance, appraisal, analysis, management, transparent,*

1. INTRODUCTION

1.1 Introduction

Performance Appraisal is an integral part of Human Resource Management. And HRM deals with personnel i.e. People. "People" is the most important and valuable resource that every organization or institution has in the form of its employees. Dynamic people can build dynamic organization. Effective employees can contribute to the effective of the organization.hrm has multiple goals, which includes employee"s competency development, employees motivation development and organizational development. Employees require a variety of competencies, knowledge, attitude skills in technical areas, managerial areas,

behavioral and human relations areas and conceptual areas to perform different tasks or functions required by their jobs.

Hrm aim at constantly assessing the competency requirements of different individuals to perform the jobs assigned to them, effectively and provide opportunities for developing these competencies. As hrm deals with humans it is necessary to keep a check on their performance after a regular interval of time given jobs, it is necessary to corrective actions them or there is need to appraisal their performance. The process appraising for doing their work effectively is than known as performance appraisal. The system is defined clearly in this report. For summer training I got an opportunity to do my summer training in jayam engineering works pvt ltd., because it is one of the biggest, well established and renowned in its field and serious about training its worker and intent to make it understood that they really care for them.

1.2 Statement of the problem

This study is to be conducted to assess the performance appraisal of employees in the Jayam Engineering Works Pvt Ltd.

The study will find answer for the following research questions

1. What is the socio-demographic characteristic of employees in term of sex, age, religion, civil status, education attained, designation, and numbers of months or years employed?
2. Are perceived performance appraisal needs related to demographic characteristics?

1.3 Company profile

Jayam Industrial Equipments Works Was Started In The Year 1997 To Manufacture And Supply Of Heavy Industrial Value Components To M/S Audco India Limited With Covered Premises Of 800 Sq Fit This Establishment Has Been changed in to Private .Limited And Renamed as Jayam Engineering Works Private Limited Its with Total Covered Area About 6600 Sq.Ft

Consists Of:

- Shop 1 – equipped with 7 vtls in 3200 sq.ft
- Shop 2 – equipped with 3 planning machines for guide rib machining and 2 radial drilling machine for flange hole drilling in 1000 sq.ft
- Shop 3 – equipped with 2 radial drilling machine, 1-mig welding equipment 2-spot face machine, final frazing and quality control inspection and dispatch 2400 sq.ft.

Employees

Now the Organization Is Having About 55 Employees Including Management Staffs

Production Facility

Jayam engineering good machining capacity of higher size value bodies to cater all needs our annual machining of bodies approx 4200 nos and long range plan expectation of our machining of our capacity will be doubled.

Management Team

Jayam engineering having team of well experienced engineers in the shop floor, planning and quality control department. Also skilled operators are available and qualified welder for body ring welding is available. Our chief executive is graduate engineer in mechanical engineer and having good engineering knowledge in heavy engineering field.

System

Our organization has obtained iso-9001:2008 certification.

Mission

- Jayam engineering works will be committed to Quality, Service, Timely Performance and Complete Customer Satisfaction.
- Jayam engineering works build a team of qualified engineers & managers with dedication and commitment towards Client, Company and Vendors.

Vision

- On time projects execution
- Follow best practices for procurement, supplies and services.
- Promote a dynamic environment for employees.

List of product totally jayam engineering works having 7-vtls

- Cncvtl-3vtls;
- 4-Radial Drilling Machine;
- 3-Planning Machine;
- 2- Spot Face Machine;
- 1-Mig Welding;
- Handling Facilities:
- 4NOS OF 3.0 MT EOT Cranes; 5 NOS OF 2.0 MT Floor Mounted Jib Crane.

1.4 Industry profile***History:***

The concept of engineering has existed since ancient times as humans devised fundamental inventions such as the pulley, lever, and wheel. Each of these inventions is consistent with the

modern definition of engineering, exploiting basic mechanical principles to develop useful tools and objects. The term engineering itself has a much more recent etymology, deriving from the word engineer, which itself dates back to 1325, when an engineer (literally, one who operates an engine) originally referred to “a constructor of military engines.” In this context, now obsolete, an “engine” referred to a military machine, i.e., a mechanical contraption used in war (for example, a catapult). Notable exceptions of the obsolete usage which have survived to the present day are military engineering corps.

Engineering:

Engineering is the discipline, art, skill and profession of acquiring and applying scientific, mathematical, economic, social, and practical knowledge, in order to design and build structures, machines, devices, systems, materials and processes that safely realize improvements to the lives of people.

Methodology Engineering Works:

Engineering Works such as designing, fabrications, erection and management. For the engineering works, we take help of modern machinery and infrastructure which incorporate the latest technologies. Engineers apply the sciences of physics and mathematics to find suitable solutions to problems or to make improvements to the status quo. More than ever, engineers are now required to have knowledge of relevant sciences for their design projects, as a result, they keep on learning new material throughout their career. If multiple options exist, engineers weigh different design choices on their merits and choose the solution that best matches the requirements. The crucial and unique task of the engineer is to identify, understand, and interpret the constraints on a design in order to produce a successful result. It is usually not enough to build a technically successful product; it must also meet further requirements.

Services:

Constraints may include available resources, physical, imaginative or technical limitations, flexibility for future modifications and additions, and other factors, such as requirements for cost, safety, marketability, predictability, and serviceability. By understanding the constraints, engineers derive specifications for the limits within which a viable object or system may be produced and operated. Focusing on quality and customer satisfaction, we offer only the best quality precision services. Our dedicated, experienced staffs are committed to achieve the highest level of customer satisfaction.

Various engineering works companies in India:

- Scorpotech
- A R K S Engineering Industries
- Ark Engineering Works
- Speel
- Micro Engineering Works
- Mic & Mac Engg. Works
- Boopathy Engineering Works Private Limited
- Unisteel Engineering Works
- A.P. Engineering Works
- G.R. Engineering Works Limited
- S.A Engineering Works
- Daljeet Engineering Works
- Veejay Lakshmi Engineering Works Ltd., Coimbatore, India
- Micro Engineering Works, India.
- Bajrang Engineering Works

1.6 Need of the study

The topic chosen performance appraisal was aimed for the betterment of the organization in terms of quality as well as quantity

- To increase the productivity by increasing the level of performance.
- The research would help the organization in meeting its future personal need.
- The research will help the employee in their personal group by improving their knowledge as well as skill.

1.7 Scope of the study

- The study is limited to the employees of jayam engineering works pvt ltd.
- The study will evaluate the suitability of performance appraisal technique implemented at employees of jayam engineering works pvt ltd.

1.8 Objective of the study***Primary objectives***

The primary objective of the project is to know about the employee performance in the organization.

Secondary objectives

- To know about the performance of workers in the organization.
- To offer valuable suggestions for better performance appraisal.

1.9 Research methodology**1.9.1 Research Problem**

The aim of the study about performance appraisal with special reference to jayam engineering works pvt ltd.

1.9.2 Research Design

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied.

1.9.3 Sources of data**Primary data**

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents.

Secondary data

Information that has been gathered by researchers and recorded in books, articles, and other publications. The data has been collected from the company records, dealers related to the organization

1.9.4 Sampling design

In all forms of research, it would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual. This is the reason why most researchers rely on sampling techniques like convenience sampling, the most common of all sampling techniques. Many researchers prefer this sampling technique because it is fast, inexpensive, easy and the subjects are readily available.

1.9.5 Sample size

The sample size is taken as 20.

1.9.6 Tools & techniques of the study**Basic Tools**

- Percentage Analysis
- Charts & Graphs

Advance Tools

- Anova & Chi-square

1.9.7 Hypothesis of study

Chi-square:

Aim: To set the significant difference between the gender with job knowledge.

H0: There is no significant difference between gender and conflicts.

H1: There is significant difference between gender and conflicts.

Anova:

Aim: To find whether the mean score of age are same on experience

H0: The mean score of income are same on counseling programme.

H1: The mean score of income are not same on counseling programme.

Regression:

Aim: To find whether the model designed with experience and communication is equal.

H0: The mean score of experience and communication is equal.

H1: The mean score of experience and communication is not equal.

1.10 Limitations of the study

- Time is limited for the study.
- It was very Hough for me to collect appropriate responses from respondents.

2. METHODS OF PERFORMANCE APPRAISALS:

A number of methods of performance appraisals are available. In fact, each organization has its own. This represents variation of one or other of following methods. Managers usually conducts the appraisal using a predetermined and formal method. Various methods of appraisal include:-

1. Graphic rating scale method.
2. Alternate ranking method
3. Paired comparison method
4. Forced distribution method
5. Critical incident method
6. Narrative forms
7. Behaviorally anchored rating scales
8. Management by objective (MBO)
9. 360 degree feedback.

2.1 Review of literature

A discussion regarding use of psychometric test has been carried out in May 2001, published by centre for the economics of education by Andrew Jenkins From the article: This paper surveys the literature on the use of psychometric testing by employers, and considers whether information on psychometric testing can be used to make deductions about changes in the demand for skills in the economy. The standard approach to measuring the demand for skills, and skill shortages, is to conduct a survey of employers. Among the main advantages of skill surveys are, firstly, that they are a direct and straightforward approach to answering questions about the extent of skill shortages and, secondly, that they can be designed to ensure that they give a representative picture of the economy as a whole. We argue that even the best of these surveys, which generally rely on the answers given by employers to a series of prompted questions, contain flaws sufficient to raise doubts about their reliability.

Surveys are forever being published, whether by the CBI, Chambers of Commerce, government agencies, task forces or other organisations suggesting that the British economy is deficient in some skill or other and that urgent action is needed. How accurate and reliable are these surveys? Are skills shortages as serious as many of them suggest? Here we argue that there could be serious flaws in existing survey evidence. Measuring the demand for skills is beset with methodological problems and the approach adopted in many surveys is likely to be inaccurate and misleading.

Firstly, it is generous in its measurement of skill shortages. The criterion for reporting that an employer is suffering from a skill shortage is that there should be *at least one of* the following:

- Low number of applicants with the required skills
- Lack of work experience the company demands
- Lack of qualifications the company demands

A number of key points emerge from this brief review of the literature on skill Shortages and the demand for skills. Firstly, employer skill surveys suffer from a variety of methodological and definitional problems. Even the most thorough and carefully designed surveys have not avoided all of these pitfalls. Secondly, while surveys of this kind tend to show a strongly rising demand for skills, and often serious skill shortages, these are not self-evident and there is a continuing debate about the extent of change in the demand for skills in recent years. Although they provide much useful data, the results of surveys cannot therefore be taken on

trust. They needed to be treated sceptically and evaluated against other sources of evidence. We turn now to assess one such alternative source of evidence which may have the potential to complement information from skill surveys: companies' use of psychometric tests.

Psychometric testing sometimes takes place within the context of an assessment centre. Organisations use a range of selection methods, including interviews, group exercises and role playing, in-basket exercises and other methods, as well as psychometric testing in order to select from a pool of job applicants.

Our review of the literature provides strong confirmation that companies' use of psychological tests has been growing over time. Up to the mid-1980s surveys of test usage, and indeed of recruitment and selection methods more generally, were apt to point to little change. Senath *et al*, reporting in 1976, concluded that there was no indication that test usage had increased since the 1960s or early 1970s, „and possibly test usage may even have declined“. Gill, writing in 1980 on management selection, reported „a high degree of satisfaction, at times bordering on complacency, with traditional methods of recruitment and selection which, as the research indicates, have not changed in any significant way in the past 10 years“.

Overall, the implications of this review of the literature are that information about psychometric tests has the potential to make a useful contribution to our knowledge of the demand for skills. It has some disadvantages compared to skill surveys. It is less representative of the economy as a whole because tests are not used by all firms or for all types of vacancies. For example, small firms are under-represented amongst those organisations which make use of tests. The principal advantage of studying psychometric test use is that it may be able to provide realistic indications of the demand for skills among test users because employers have to pay sizeable amounts of money in order to use the tests.

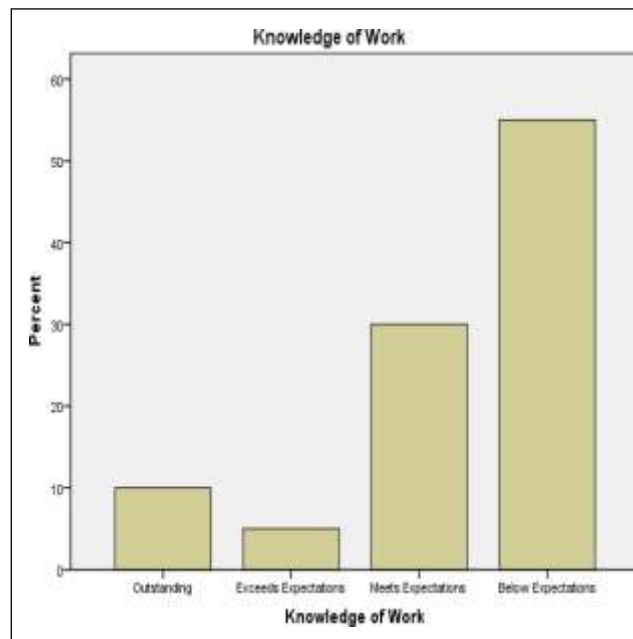
3. DATA ANALYSIS & INTERPRETATION

3.1 Data analysis

Table 1 Shows the Knowledge of work

Employee's skill level, knowledge and of the job understanding					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Outstanding	2	10.0	10.0	10.0
	Exceeds Expectations	1	5.0	5.0	15.0
	Meets Expectations	6	30.0	30.0	45.0
	Below Expectations	11	55.0	55.0	100.0
	Total	20	100.0	100.0	
Mean					3.30
Std.Deviation					.979

Chart 1



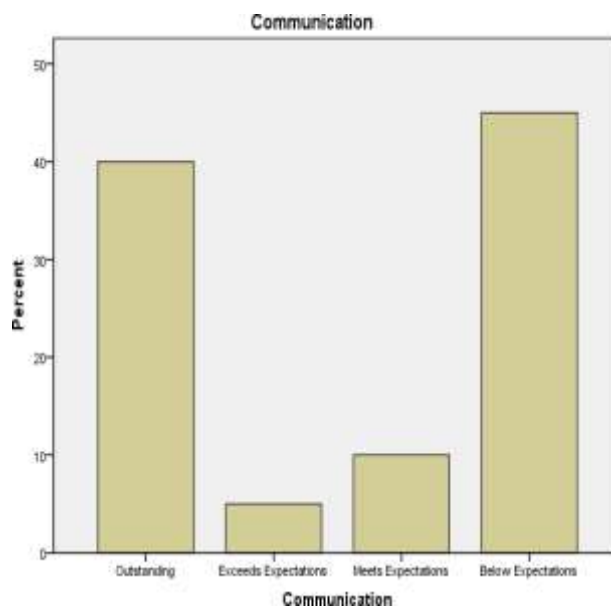
Inference:

From the above table it is inferred that 58 % of the respondents are below expectations about the knowledge of work.

Table 2 Shows the Communication

Effectiveness in listening to others, express ideas both orally					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Outstanding	8	40.0	40.0	40.0
	Exceeds Expectations	1	5.0	5.0	45.0
	Meets Expectations	2	10.0	10.0	55.0
	Below Expectations	9	45.0	45.0	100.0
	Total	20	100.0	100.0	
	Mean				2.60
	Std.Deviation				1.429

Chart 2



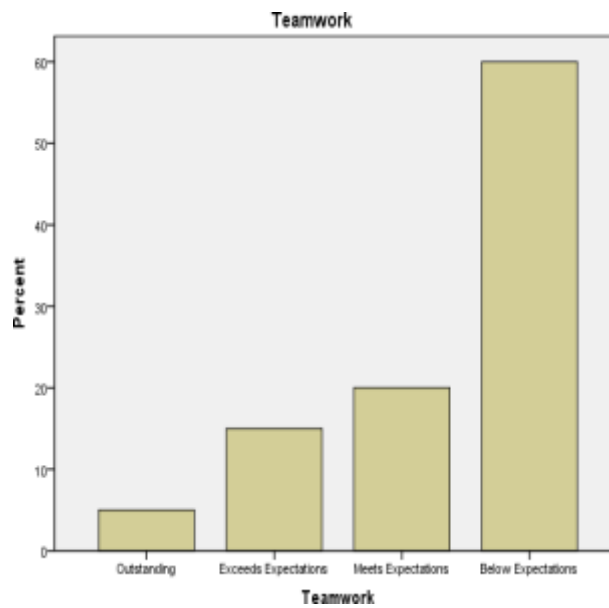
Inference:

From the above table it is inferred that 40 % of the respondents are outstanding about the communication.

Table 3 Shows the Teamwork

Measures how well this individual gets					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Outstanding	1	5.0	5.0	5.0
	Exceeds Expectations	3	15.0	15.0	20.0
	Meets Expectations	4	20.0	20.0	40.0
	Below Expectations	12	60.0	60.0	100.0
	Total	20	100.0	100.0	
	Mean				3.35
	Std.Deviation				.933

Chart 3



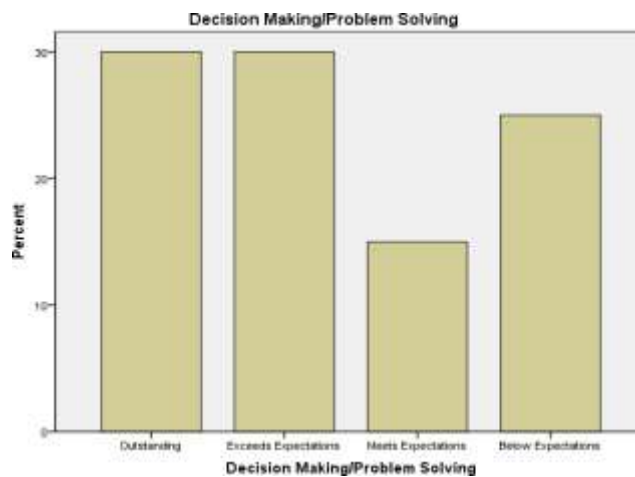
Inference:

From the above table it is inferred that 60 % of the respondents are below expectations about teamwork.

Table 4 Shows the Decision making/problem solving

Effectiveness in understanding problems and making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Outstanding	6	30.0	30.0	30.0
	Exceeds Expectations	6	30.0	30.0	60.0
	Meets Expectations	3	15.0	15.0	75.0
	Below Expectations	5	25.0	25.0	100.0
	Total	20	100.0	100.0	
Mean					2.35
Std.Deviation					1.182

Chart 4



Inference:

From the above table it is inferred that 30 % of the respondents and another 30% are outstanding about the decision making/problem solving

3.2 STATISTICAL TEST AND INTERPRETATION

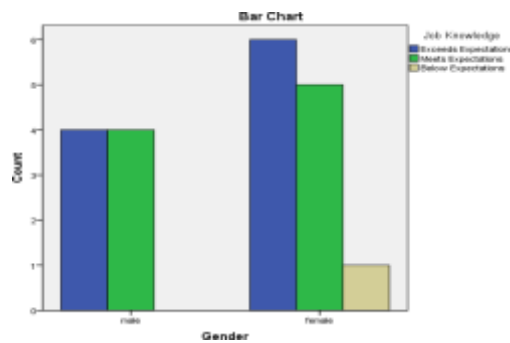
Hypothesis of study

Chi-square:

Aim: To set the significant difference between the gender with job knowledge.

H0: There is no significant difference between gender and job knowledge
 H1: There is significant difference between gender and job knowledge.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.741	2	.690
Likelihood Ratio	1.095	2	.578
Linear-by-Linear Association	.091	1	.763
N of Valid Cases	20		



Degree of freedom = (2, 2)
 Significance level = 5%
 Calculated value F = .741
 Tabulated value = 19.0

Inference

Calculated value is .741 and Tabulated value is 19.0. Calculated value < Tabulated value, therefore we accept Ho.

REGRESSION:

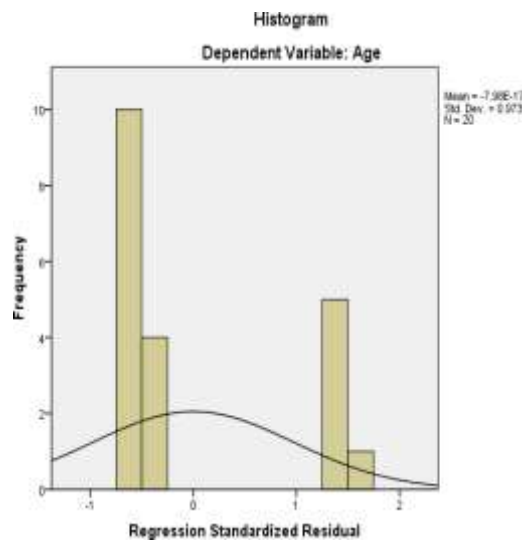
Aim: To find whether the model designed with experience and communication is equal.

H0: The mean score of experience and communication is equal.

H1: The mean score of experience and communication is not equal.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig F Change
1	.089 ^a	.008	-.047	.481	.008	.143	1	18	.710
a. Predictors: (Constant), Experience									
b. Dependent Variable: Age									

Chart 5



$R = 0.089$

$R^2 = -0.47 * 100$
 $= -47$

RESULT:

Calculated value is -47, there is a poor mode, and therefore we reject Ho

ANOVA:

Aim: To find whether the mean score of age are same on experience

H0: The mean score of income are same on counseling experience.

H1: The mean score of income are not same on counseling experience.

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.372	1	.372	.277	.605 ^a
Residual	24.178	18	1.343		
Total	24.550	19			
a. Predictors: (Constant), Communication					
b. Dependent Variable: Experience					

Degree of freedom = (1, 18)

Significance level = 5%

Calculated value F = .028

Tabulated value = 4.41387331

Inference

Calculated value is 0.028 and Tabulated value is 4.41387331. Calculated value < Tabulated value, therefore we accept Ho.

4. FINDINGS AND SUGGESTIONS

4.1 Summary of findings

- It is inferred that 45 % of the respondents are between the age group of 21-30.
- It is inferred that 76 % of the respondents are male
- It is inferred that 50 % of the respondents are meets expectations about the administration of the product
- It is inferred that 58 % of the respondents are below expectations about the knowledge of work.
- It is inferred that 40 % of the respondents are outstanding about the communication.
- It is inferred that 60 % of the respondents are below expectations about teamwork.
- It is inferred that 30 % of the respondents and another 30% are outstanding about the decision making/problem solving.
- It is inferred that 55 % of the respondents are meets expectations about the expense management.
- It is inferred that 40 % of the respondents and another 40% are meets expectations about the human resource management.

- It is inferred that 55 % of the respondents are meets expectations about the independent action.
- It is inferred that 50 % of the respondents are exceed expectations about the job knowledge.
- It is inferred that 35 % of the respondents are meets expectations about the leadership.
- It is inferred that 50 % of the respondents are meets expectations about the managing changing and improvement.
- It is inferred that 40 % of the respondents are below expectations about the customer responsiveness.
- It is inferred that 45 % of the respondents are below expectations about the personal appearance.
- It is inferred that 50 % of the respondents are meets expectations about the dependability.
- It is inferred that 50 % of the respondents are below expectations about the safety.
- It is inferred that 35 % of the respondents are meets expectations and another 35% about the experience.
- It is inferred that 50 % of the respondents are below expectations about the employee responsiveness.

4.2 Suggestions

- Prepare job descriptions or work plans that specify expectations against which employee performance will be compared.
- Make sure that the performance evaluation interview allows a dialog whereby the employer/manager and the employee discuss the evaluation before the document is formalized.
- Ensure that the evaluation results in an objective review of past work performance, provides specific and behaviorally-based expectations for future performance and describes agreements reached by the manager and the employee on their mutual responsibilities in achieving these goals.
- Focus on positive performance and recognize it.
- Although the documentation of past performance in essential, during the evaluation, be as constructive and positive as possible on future goals.

- Good communication and accountability are keys to staff development and job performance.

5. CONCLUSION

Performance Management is a term used to improve team performance, based on the principles of measurement, appraisal, action and monitoring. However, it can be manifest in very different forms depending on whether the aim is to further improve good performers, or deal with underperformance. Performance Management can also apply to individuals, teams, groups or organisations.

6. APPENDIX

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