

The Study of Performance Appraisal Practice in Public and Private Sector Electricity Organizationa

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This Research Paper Is Based On An Analysis Towards The Effectiveness Of Performance Appraisal Programs And Its' Impact On The Job Performance Of The Employees Belong To Public And Private Sector Electricity Organizations In Gujarat. The Main Aim Is To Study The Role Of These Organizations And Their Practices Offered For Performance Appraisal Programs. Study Also Focused To Identify The Factors That Are Substantial In Determining The Fields And Areas For Performance Appraisal Programs Practices. The Basic Concept And Notion Behind This Study Is To Know The Level Of Awareness, Information, And Views Of The Employees, And Beneficiaries Regarding The Same. Assessment Of Demographic Factors And Their Role In The Perception Towards Selected Organizations And Performance Appraisal Programs And Practices. It Is A Descriptive And Empirical Study Led By A Survey Method. The Purpose Of This Research Paper Is To Critically Examine The Employees' Perception About The Performance Appraisal Practices. The Data Comprises Of Both Primary And Secondary Data For This Research Problem And Analyzed Using Suitable And Applicable Statistical Tools. The Study Concludes With Finding And Conclusion.

Keywords: Performance Appraisal Methods, Effectiveness, Job Performance, And Employees Perception.

Introduction

If The Performance Of Individual Is To Be Enhanced, Their Performance Needs To Be Periodically Evaluated. For This Purpose, Performance Appraisal Interviews Between The Manager And The Subordinate Are To Be Conducted At Regular Intervals. During These Interviews, The Performance Over The Review Period Is Evaluated; Strengths And Weaknesses Identified, And Reasons For Any Shortfall In Performance Are Examined. The Goal, Objectives, And Action Plan With Target Dates For Future Are Also Worked Out. Different Methods Like Ranking Method, Paired Comparison Method, Graphic Rating Scales Method, Forced Choice List Method, Forced Distribution Method, Field Review Technique, Rating By Self And The Peer Group, 360° Performance Appraised, Etc. Can Be Used As Per Need And Requirement. Potential Appraisal Means The Possibility Of Career Advancement. A Dynamic And Growing Organization Needs To Continuously Review Its Structure And Systems, Creating New Roles, And Assigning New Responsibilities. Capability To Perform New Roles And Responsibilities Must Continuously Be Developed Among Employees. Potential Appraisal Focuses On Identifying The Employee's Likely Future Roles Within The Organization, And Can Be Assessed By Observing Employees Performing Different Functions. Feedback Of Performance Is An Important Control Measure. Knowledge Of One's Strengths Help One To Become More Effective To Choose Situations In Which One's Strength Is Required, And To Avoid Situations In Which Ones Weaknesses Could Create Problems. This Also Increases The Individual Satisfaction. Often, People Do Not

Recognize Their Strengths. Managers In Hrd System Have The Responsibility For Observation And Feedback To Subordinates About Their Strengths And Weaknesses On A Continuous Basis. These Are Also Responsible For Providing The Employees Proper Guidance To Improve Their Performance Capabilities.

Career Planning Essentially Means Helping Employees To Plan Their Career In Terms Of Their Capabilities Within The Context Of Organizational Needs. The Hrd Philosophy Is That People Perform Better When They Feel Trusted And See Meaning In What They Are Doing. People Want To Know The Possibilities For Their Own Growth And Career Opportunities. As Managers Have Information About The Growth Plans Of The Organization, It Is Their Responsibility To Transmit Information To Their Subordinates And To Assist Them In Planning Their Careers Within The Organization. In The Hrd System, Long Term Corporate Growth Plans Are Not Kept Secret But Are Made Known To The Employees. Employees Are Helped To Prepare For Change Whenever Such Change Is Planned. Training And Development Programmes Can Be Designed To Improve Performance And To Bring About Measurable Changes In Knowledge, Skills, Attitudes And Social Behaviour Of Work Force For Doing A Particular Job. Training Is Linked With Performance Appraisal And Career Development. Employees Generally Are Trained On The Job Or Through Special In House Training Programmes. Some Employees May Be Deputed For Outside Training To Enhance, Update, Or Develop Specific Skills. This Is Especially Valuable If The Outside Training Can Provide Expertise, Equipment, Or Sharing Of Experiences That Are Not Available Within The Organization. Periodic Assessments Are Made Of The Training Needs Within The Organization. Training Programmes Are Developed An Conducted By In House Trainers Or Consultants / Institutions Hired For The Task. The Effect Of All Training Programmes Are Monitored, Analyzed And Used For Fine Tuning. Managers And Employees Who Attend In House Or Outside Training Events Are Also Expected To Submit Suggestions Concerning Any Changes They Would Like To Be Implemented On The Basis Of Their New Knowledge.

A Centre Can Be An End In Itself For Assessment Of Need, Potential And Appointability Or It Can Be A Means To An End. These Means Can Be Diagnostic Tools By Which Appropriate Action Can Be Taken To Help An Individual And Or Group Of Individuals To Upgrade Their Managerial Performance Against An Agreed Set Of Criteria. If The Criteria Have Been Drawn From The Job Through Job Analysis And The Current Level Of Performance Assessed Against Them In Job Relevant But Unfamiliar Situations, Good Quality Information Can Be Gathered From Which One Can Draw Up Developmental Plans. Developmental Applications Of Assessment Centres Represent An Emerging Exciting Area For Practitioners Interested In Maximizing The Benefits Of Assessment Centres. Development Centres Can Also Serve As A Development Tool For Employees. These Are Workshops Which Measure The Abilities Of Participants Against The Agreed Success Criteria For A Job Or A Role. They Also Involve Much More Self And Peer Assessment Than Is Usually Used In Selection Oriented Assessment Centres. This Function Includes Research To Ascertain The Psychological Health Of The Organization. This Is Generally Accomplished By Means Of Periodic Employee Surveys. Efforts Are Made To Improve Organizational Health Through Various Means In Order To Maintain A Psychological Climate That Is Conducive To Productivity. The Od Specialists Also Help Any Department In The Organization That Has Problems Such As Absenteeism, Low Production, Interpersonal Conflict, Or Resistance To Change. These Experts Also Revamp And Develop Various Systems Within The Organization To Improve Their Functioning.

For Synergic Benefits Of Integrated Subsystems, The Hrd Mechanisms Should Not Be Thought Of In Isolation. They Are Designed To Work Together In An Integrated System. For Example, The Outcome Of Performance Appraisal Provides Inputs For Assessment Of Training Needs, Awards, Career Planning And Feedback And Performance Coaching. Hrd Instruments Should Lead To The Generation Of Hrd Process Like Role Clarity, Performance Planning, Development Climate, Risk Taking And Dynamism In Employees. Such An Hrd Process Should Result In Developing More Competent, Satisfied And Committed People, Who By Their Contribution Would Make The Organization, Grow. Such Hrd Outcomes Influence Organizational Effectiveness.

Review Of Literature

Performance Appraisal Is A Systematic Evaluation Of An Employee’s Performance In His Assigned Tasks. The Overriding Purpose Of Performance Appraisal Is To Increase Motivation And Employees Self-Esteem. Selset Al. (2003) Stated That Performance Evaluation Increase The Employee’s Productivity That In Turn Increases Organizational Performance. Performance Appraisal Enhances Professional Growth By Pointing Out The Area Of Performance Enhancement. Transparent Performance Evaluation Motivates Employees To Work More In Order To Achieve The Organizational Objectives (Singh, 2004). Wan *Et Al.* (2002) Reported That Merit Based Performance Appraisal Increase Employee’s Motivation And Commitment That Has A Significant Effect On Organizational Performance. The Key To Organization’s Success Relates To The Willingness Of Employees To Play Extra Role (Ahmad And Schroeder, 2003). Satisfied Employees Lead Towards Reduced Turnover And Absenteeism.

3. Objective Of The Study

1. To Assess The Concept Of Performance Appraisal Practices.
2. To Evaluate The Employees’ perception About Performance Appraisal Practices.
3. To Check The Usefulness Of Performance Appraisal Practices In Job Performance.

4. Hypothesis

H₀₁ Modern Methods Of Performance Appraisal Are Not Widely Used In Electricity Organizations In Gujarat

H_{a1} Modern Methods Of Performance Appraisal Are Widely Used In Electricity Organizations In Gujarat

5. Research Methodology

5.1 Data Collections

The Data For Present Study Have Been Collected From Both– Primary And Secondary Sources. This Present Study Is Based On Descriptive And Empirical Research Design, Led By Survey Method To Study Employees Perception And Awareness About Modern Methods Of Performance Appraisal In Selected Electricity Organizations In Gujarat Namely; Dgvcl, Daxin Gujarat Vij Company Limited, Gujarat State Electricity Corporation Limited (Gsecl), Electrothumb Private Limited, And. Reliance Industries Limited. The Primary Data Have Been Collected By Interview From The Respondents Through A Well-Structured Questionnaire; Consisting Of Multiple Option Questions (Objective Type), To Complete This Research Study.

5.2 Tools Applied

The Basic Pro-Forma And Model Of The Questionnaire Consisting Three Sections, Namely- A, B And C; Having Multiple Option Questions, It Was Developed In English To Know The Views Through Survey Among The Respondents. The Questions Under The Questionnaire Are Closely Related And Associated With The Objectives And Hypothesis Of This Research Study So That Outcomes Of The Questionnaire Should Be Analyzed For The Said Purpose. The Likert Scale Was Chosen And Adopted As The Survey Instrument In The Questionnaire, As Follows-

- 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree**

6.1the Profile Of The Respondents On The Basis Of Demographic Factors

Demographic Factors	Data	Frequency (800)	Percentage
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The Study of Performance Appraisal Practice in Public and Private Sector Electricity Organizationa

Gender	Male	467	58.37
	Female	333	41.63
Age	20 & Below	99	12.37
	21-30	153	19.13
	31-40	288	36
	41-50	171	21.37
	Above 51	89	11.13
Designation	Top Level	116	14.5
	Middle Level	270	33.75
	Lower Level	414	51.75
Education	Iti Holder	346	43.25
	Diploma Holder	204	25.5
	Graduate	166	20.75
	Post Graduate	49	6.13
	Professional	35	4.37
Work Experience	5 Years And Below	252	31.5
	6-10 Years	274	34.25
	11-15 Years	117	14.63
	16 Years And More	157	19.62
Annual Income	Less Than 2lacs	354	44.25
	2.01-4lacs	203	25.38
	4.01- 6lacs	120	15

	6.01- 8lacs	63	7.87
	More Than 8lacs	60	7.5

Table No. 6.1 the Profile Of The Respondents On The Basis Of Demographic Factors

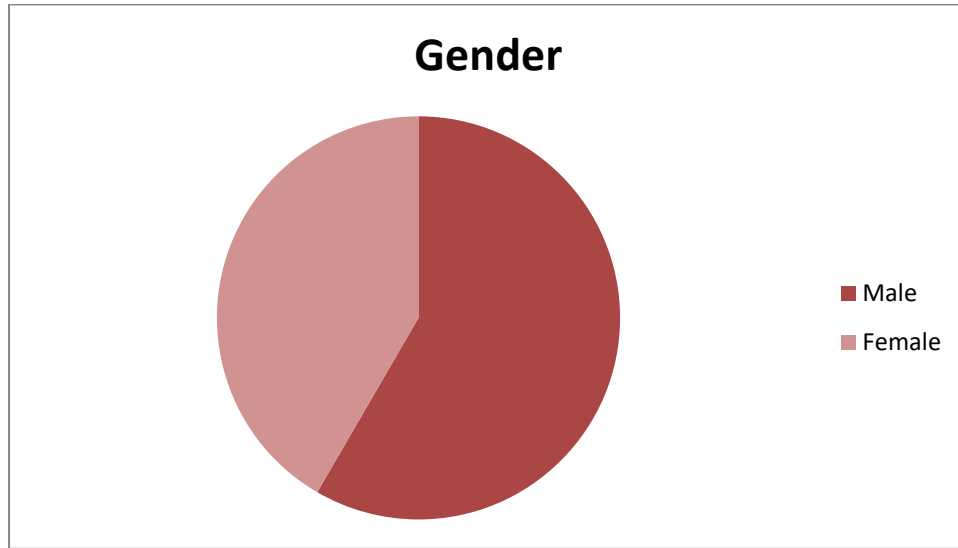


Figure 6.1 Classification Of The Respondents On The Basis Of Gender.

The First Demographic Factor Found The Details Of The Respondents On The Basis Of Gender Status That Belongs To Consolidated Profile Of The Respondents In Gujarat State. In Which It Has 467, (58.37%) Male Out Of 800 And 333 Respondents (41.63 %) Female.

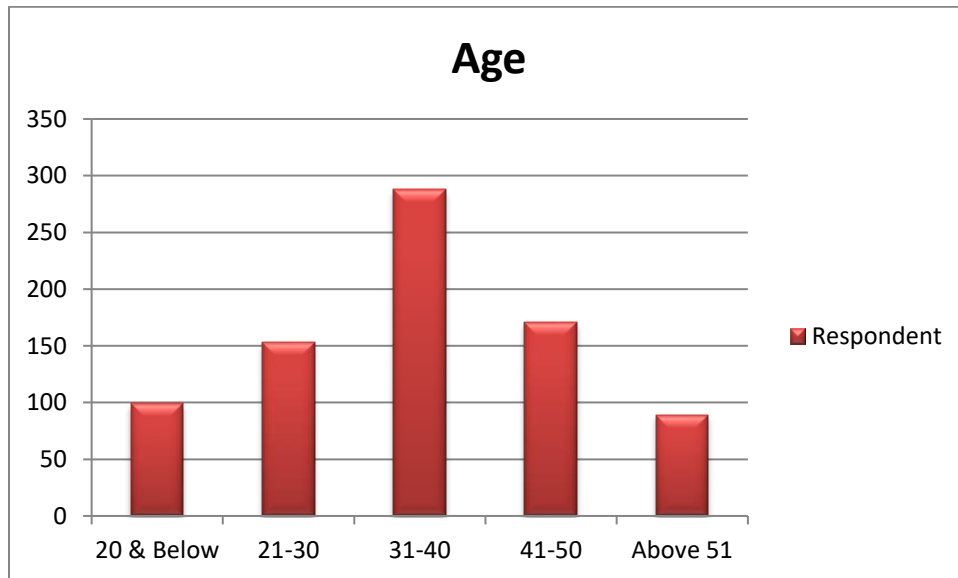


Figure 6.2 Respondents' Age Group Classification.

The Sample Size Of Consolidated Profile Of The Respondents For Age Group Variable Constitutes Five Categories - In Which 20 And Below Category Has 99 Respondents (12.37 %), 21-30 Years Old Category Has 153 Respondents (19.13%), 31-40 Years Old Category Has 288 Respondents (36 %), 41-50 Years Old Category Has 171 Respondents (21.37%), And 51 Yrs. & Above Old Category Has 89 Respondents (11.13%).

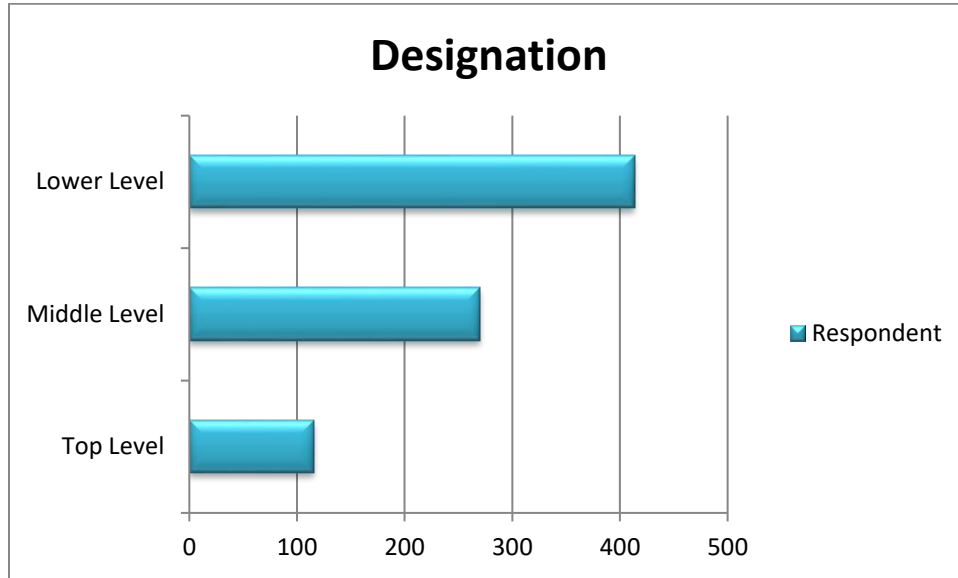


Figure 6.3 Classification Of The Respondents On The Basis Of Designation.

To Reduce The Ambiguity In The Results Pertaining To Designation And To Maintain The Uniformity Of Findings The Classification Regarding Designation And Its Level Of Respondents Have Been Broadly Categorized As Lower Level Employees, Middle Level Employees And Top Level Employees. Whereas 116 Respondents (14.5%) Are Top Level Employees, 270 Respondents (33.75%) Are Middle Level Employees And 414 Respondents (51.75%) Are Lower Level Employees.

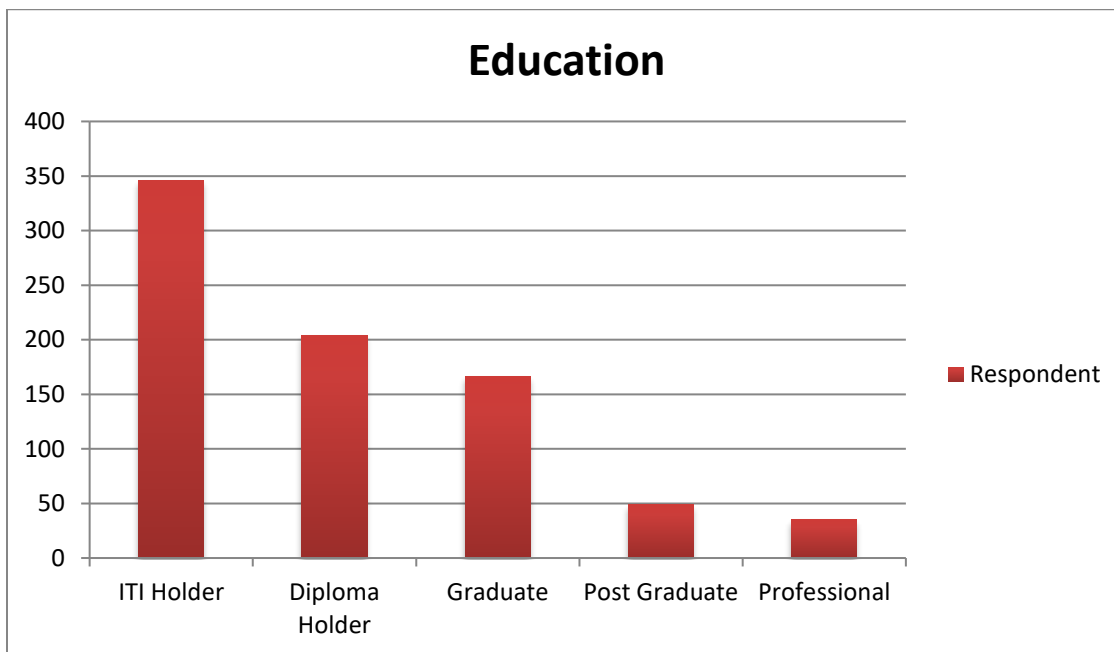


Figure 6.4 Classification Of The Respondents On The Educational Level, Consolidate Profile.

Another Variable In Demographic Classification Of Electricity Companies' Respondents Is Level Of Education Of Respondents. It Was Categorized As Iti Holder, Diploma Holder, Graduate, Post Graduate And Professionals. They Are Respectively 346 (43.25%), 204 (25.5%), 166 (20.75%), 49 (6.13%), And 35 (4.37%).

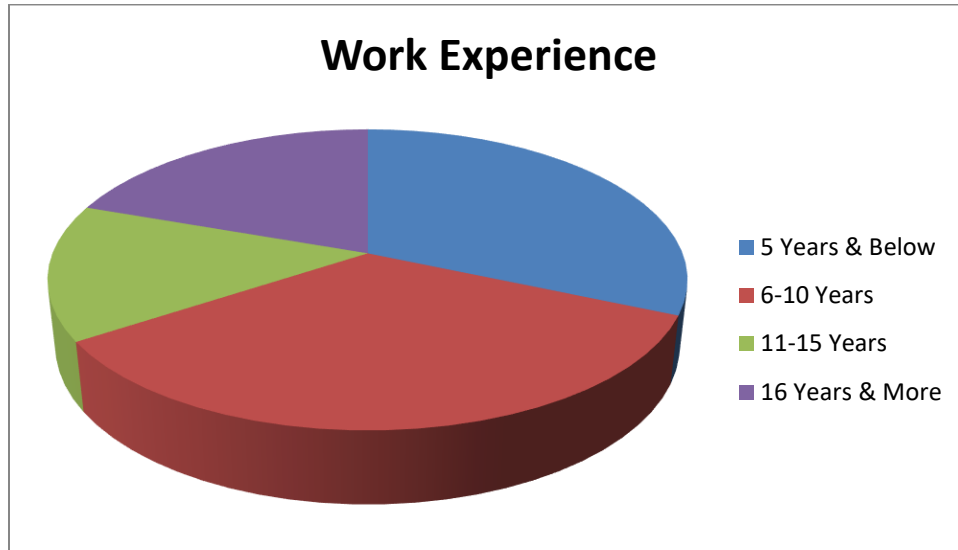


Figure 6.5 Classification Of The Respondents On The Basis Of Work Experience, Consolidate Profile.

The Variable In Demographic Classification Of Electricity Companies In Gujarat, Work Experience Of Respondents. It Was Categorized As 5 Years And Below, 6–10 Years, 11–15 Years, And 16 Years And More. They Are Respectively 252 (31.5%), 274 (34.25%), 117 (14.63%), And 157 (19.62%).

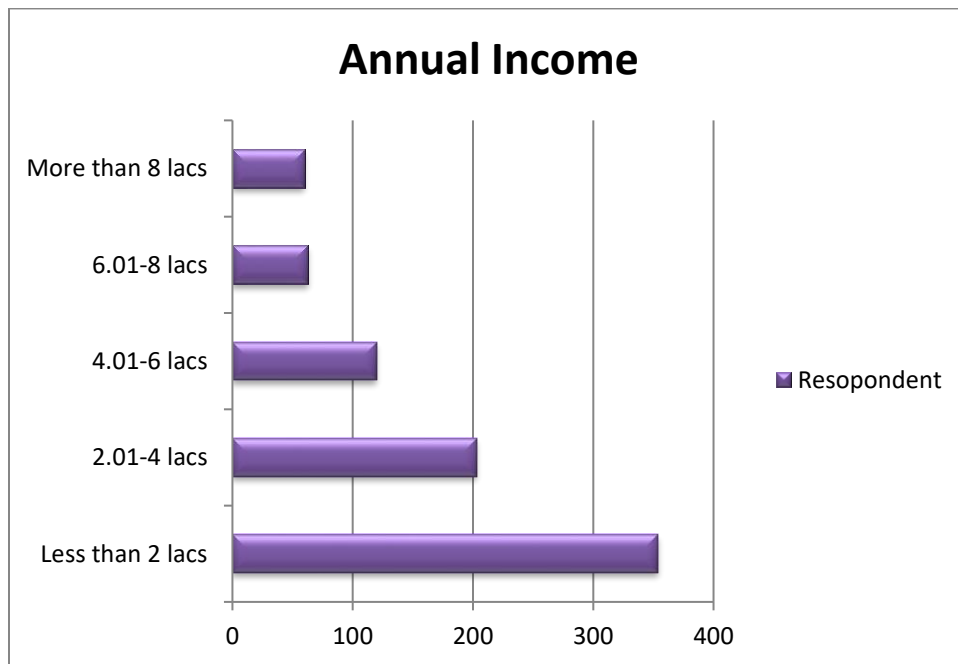


Figure 6.6 Classification Of The Respondents On The Basis Of Annual Income, Consolidate Profile.

This Variable Is Annual Income Of The Respondents. They Are Categorized As- Less Than 2 Lacs, 2.01-4 Lacs, 4.01-6 Lacs, 6.01-8 Lacs, And More Than 8 Lacs. 354 Respondents (44.25%) Lie Under First Category, 203 Respondents (25.38%) Lie Under Second Category, 120 Respondents (15%) Lie Under Third Category, 63 Respondents (7.87%) Lie Under Forth Category, And 60 Respondents (7.5%) Lie Under Fifth Category

6.2 Testing Of Research Hypothesis

H₀₁ Modern Methods Of Performance Appraisal Are Not Widely Used In Electricity Organizations In Gujarat

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The Linear Regression Was Used To Test The Research Hypothesis. Regression Analysis Was Conducted Through Spss Version 21.0 And The Significance Of The Coefficients And T-Values Were Examined In Order To Accept Or Reject The Hypotheses. We Have T-Value Is Significant When The Calculated Value Of T Is More Than The Table Value Of T = 2.58 Based On Two-Tailed Test For P < 0.01.

Table Below Presents The Regression Estimation For Modern Method Of Performance Appraisal Is Widely Used In Electricity Organizations In Gujarat. The Study Considered - An Assessment Center / External Agency (1), Customers Feedback (2), Behaviorally Anchored Rating Scale (3), Monetary Aspects (4) And Superior /Sub Ordinate / Peers (5), As Independent Variables And Modern Methods Of Performance Appraisal (6) As A Dependent Variable From The Survey Questionnaire. The Numbers Used With Variables In The Brackets Denotes The Question’s Coding In Questionnaire Of “Section C”. As Seen In The Table Below, The Statement Is Statistically Significant Because Calculated Value Of T Is Greater Than The Table Value (T-Value = 5.021, P < 0.01). **Thus, We Reject The Null Hypothesis And Accept The Alternative One I.E. Modern Methods Of Performance Appraisal Are Widely Used In Electricity Organizations.** Among The Five Independent Variables, Superior /Sub Ordinate / Peers (.77) Has A Greater Impact; Followed By Monetary Aspects (.50) And Peer Group/Co-Workers (.45).

Regression Estimation For Modern Methods Of Performance Appraisal Practices Are Widely Used In Electricity Organizations.

Independent Variables	Standardized Coefficients (Beta)	T-Value	Sig.
Constant		5.021*	.000
An Assessment Center/ External Agency(1)	.15		
Customers Feedback(2)	.45		
Behaviorally Anchored Rating Scale (3)	.21		
Monetary Aspects (4)	.50		
Superior /Sub Ordinate / Peers (5)	.77		

Note: *T-Value Is Significant For P < 0.01

7. Findings And Conclusion

The Study Provides Major Findings According To The Views, Perception, Data Analysis And Results Of The Study. We Have Also Reached On Some Conclusion After Conducting This Research Study.

The Research Study Found On The Basis Of Consolidated Profile Of The Respondents That 467 Male (58.37%) And 333 (41.63%) Female Booked Their Views And Perception About The Modern Methods Of Performance Appraisal In Selected Electricity Organizations In Gujarat. Research Study Found The Majority Of The Respondents Who Belong To The Age Group Of 31 To 40 Years And 51 Years And Above Got The Least Numbers With 89 (11.33%) Among All. The Study Divulges That Respondents Have Much Awareness About Modern Methods Of Performance Appraisal Practices That Exists In Both Categories Of Organizations. The Next Demographic Factor Revealed About The Views And Perception Of The Respondents. In Which Top Level Employees Have Shown Lessor Interest To Share Their Views Appropriately. Research Study Also Found About The Views Of The Respondents That Belong To The Varied Educational Background I.E. Iti Holder, Diploma Holder, Graduate, Post Graduate, And Professionals. Iti Holders Got Maximum Numbers 346, (43.25%) Whereas Professionals Got Only 35, (4.37%). The Overall Study Was Carried Out To Assess The Level Of Awareness And Perception Towards Performance Appraisal Practices Offered By Electricity Companies In Gujarat. Study Targeted Through Number Of Question, Variables And Factors To Concern With Different Methods Of Performance Appraisal Like Assessment Centre, Customer Feedback, Behaviorally Anchored Method, And 360 Degree. Based On The Responses It Is Found That These Practices Are Prevailing In Both Public And Private Sector Companies.

8. Conclusion

The Current Research Study Focusses On The Present Scenario Of The Hrd Practices Special Performance Appraisal Practices Of Selected Electricity Organizations In Gujarat. The Detail Profiles Of Public And Private Organizations Have Been Focused. Due Importance Has Been Given To Modern Methods Of Performance Appraisal Practices Which Prove The Best And Creates Broader Scalability In Human Life. Here In This Research Work, These Practices Have Been Referred To The Means Of Development Of Employer-Employee Relationship And The Growth Of Personal And Organizational Growth. From The Academic And Pragmatic Point Of View, This Research Work Is Very Unique And Conducive Which Has Proved. This Research Work Will Be Of Great Help For Public And Private Organization To Modify, Customize, And Innovate New Practices, Procedures Of Hr According To The Outcome Of This Research Work. Feedback Of Employees And Respondents And Their Perception Will Act As A Demonstrator To Re-Launch Hrd Practices. This Research Work May Aware Policy Makers To Distinguish Between Existing And Required Corrective Measures In The Field Of Hrd. The Present Study Adopted Descriptive Research Design Based On Survey Method To Study Hrd Practices Of Selected Organizations Taken Under Study. The Necessary Data For The Research Study Have Been Collected From Both Primary And Secondary Sources.

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