

A RESEARCH PAPER ON “EMPLOYEE’S PERFORMANCE APPRAISAL”

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Abstract

Human resource management is increasingly complex and important in today's dynamic environment. The recognition of people as a valuable resource in an organization has led to increasing trends in employee retention, job security, etc. The research deals with 'performance appraisal' conducted at LARSEN AND TOUBRO (EWAC ALLOYS LIMITED). In this report I have studied and evaluated the performance appraisal process as it is done in the company.

Keywords: Performance, evaluation, year, training, development, senior, superior, subordinate

Introduction-

Once an employee is selected, trained and motivated, he is rewarded for his performance. Performance is the step where management determines how effective it has been in recruiting and placing an employee. If any problems are identified, steps are taken to communicate with employees and correct them. "Performance Appraisal" is the process of evaluating an employee's work performance and his requirements.

Performance management is the process by which managers ensure that the outputs of employee activities contribute to the organization's goal. This process requires knowing what activities are desired, monitoring whether they are occurring and providing feedback, managers and employees are meeting expectations. In the process of providing feedback, managers and employees can identify performance and identify ways to resolve these issues. Performance appraisal is an important part of performance management. It is not Performance Management per se, but it is one of a number of tools that can be used for performance management. As it is usually carried out by line managers rather than HR, it is important that they understand their role in performance management and how performance appraisal contributes to the overall objectives of performance management. But on the contrary, with a systematic feedback system, a manager can identify good and bad performances. Performance appraisal can also be taken as one aspect of motivation applied in an organizational context. Work performance is partly determined by the motivation to work hard. Vicher Vroom motivation theory proposed that performance = ability x skill

PERFORMANCE EVALUATION

Performance appraisal IS the process of obtaining, analyzing, and recording information about an employee's relative worth. The focus of performance appraisal is measuring and improving an employee's actual performance as well as the employee's future potential. Its purpose is to measure what the employee is doing.

Definition:-

"Alford and Beatty-"Performance appraisal is the assessment or evaluation of the relative value to society of a person's services in his work.

Wayne Cascio - "A performance appraisal is a systematic description of an employee's job-relevant strengths and weaknesses."

The performance appraisal process is incomplete without feedback provided to the employee about his appraisal and his performance. But the way of giving and receiving feedback differs from person to person and their way of handling and looking at the issue.

According to the popular saying "A SUCCESSFUL MAN IS ONE WHO CAN LAY A SOLID FOUNDATION WITH THE BRICKS OTHERS THROW AT HIM".

Performance appraisals should provide answers to important questions for both the employee and the organization.

"How well am I doing?" "How can I do better?"

"How well are our employees doing individually and collectively?"

RESEARCH OBJECTIVES

1. To study performance management systems in L&T
2. Investigate why the rating system is important.
3. Study the existing evaluation system.
4. Find the appraiser's expectations and evaluate.
5. To find out the level of satisfaction with the assessment.

SCOPE OF THE STUDY:-

Help each employee better understand their role and clarify their functions.

Helping employees better understand their strengths and weaknesses with respect to their roles and functions in the organization.

Help in identifying the development needs of employees in relation to their role and function.

To increase the reciprocity between employees and their supervisors so that each employee feels happy to work with his supervisor and thereby contribute to the organization as much as possible.

1. Act as a mechanism to increase communication between employees and their superiors. In this way, every employee gets to know the expectations of his superior, and every superior gets to know the difficulties of his subordinates and can try to solve them. Together, they can perform their tasks better.

2. To provide each employee with the opportunity for self-reflection and individual goal setting so that individually planned and monitored development occurs.

Helping employees internalize the culture, norms and values of the organization and thus develop identity and commitment within the entire organization.

3. To help prepare employees for higher responsibility in the future by constantly I) strengthening the development of behavior and qualities required for higher positions in the organization.

4. To be instrumental in creating a positive and healthy climate in the organization that leads employees to give their best and enjoy it.

5. Assist in various personnel decisions by regularly generating data on each employee.

RESEARCH METHODOLOGY

Research design

What is the study about? The study is about defining a performance management system.

Why is the study being conducted? : A performance management system is critical to talent management. PMS is essential to reinforce employer expectations. A study is underway to determine how a strong PMS affects key HR processes such as compensation and benefits, training and development, recruitment and selection.

Where will the study be conducted? : This study will be conducted at L&T (EW AC). A sample will be taken from all departments.

What type of data is required? : This study will require primary data and secondary data. Data collection will be done by designing a suitable questionnaire and conducting semi-structured interviews.

TYPES OF DATA COLLECTION:-

Primary data: "Primary data is that which is collected fresh and for the first time. Primary data is also called basic data or original data."

- Through a questionnaire.
- Through interaction with the employee.

Secondary data: "Secondary data means data which has been previously used for any research and is now being used or for the second time."

- Through magazines
- Through industry documents
- Through Industry Websites Total Population: - 65 Sample Size: - 50

Analysis Technique:- Random sampling and questionnaire technique chosen by the researcher to collect data from the respondent.

CONCLUSION:- Performance appraisal is a systematic means of ensuring that manager and employees meet regularly to discuss performance and performance issues and agree on what future is appropriate on both sides.

2. L&T implemented a new method of performance – a robust system.

3. From the results of the survey, it is clear that both raters and appraisers have the same expectations from the performance appraisal system, i.e. "Promotion or Transfer Determination" and "Salary Administration and Benefits". Thus, a single performance appraisal system can satisfy the needs of both the appraiser and the appraisee. Therefore, the performance appraisal program would be designed so that the appraiser could regularly analyze the employee's contribution to the organization and all the employees who performed well would be suitably rewarded either with a salary increase or a promotion. In this way, the evaluator can also motivate employees who felt that they had no growth in the organization and serve to develop employees. Performance appraisal can thus be used as an important tool.

Reference books

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