



An Analytical Study on Performance Appraisal System and Its Implication on Individual Employee Performance Using Content Analysis

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ABSTRACT

This research paper is an analytical study and it focuses on employee performance appraisal system and its impact on individual employee performance done through the content analysis. This study was conducted at ITC Ltd., Chennai. For this study we adopt stratified random sampling to select sample size from the overall population. 362 samples were taken from the total population of 396. Primary data was collected through the employee self appraisal forms, and individual performance of the employee was analyzed by using the competency mapping tool, and the results were interpreted using percentage analysis. The outcome of the study is presented in four dimensions such as job satisfaction, training needed by the employee, training program attended by the employee in past years, and the achievement made by the employee. The findings of the study shows that majority of the employee satisfied with their work responsibilities, majority of the employee need machine related trainings, majority of the employee didn't attend any training program, majority of the employee achieved high production in past years.

Keywords: Performance appraisal, Content analysis, Job satisfaction, Training, Achievement

INTRODUCTION

An overall performance appraisal is an everyday assessment of a worker's process overall performance and contribution to an enterprise. There are various strategies to do overall performance appraisal. In this study, we use a self-appraisal form to collect data about employee performance. A self-performance appraisal is a process of collecting employee details from employees via self-appraisal form. Competency mapping is a method an individual makes use of to perceive and describe skills that are maximum critical to fulfillment in a work scenario. Competency mapping is used to make efficient HR processes like training and development, job satisfaction, promotion, rewards, salary and wages increment, etc. this study was conducted at ITC Ltd., Chennai. ITC packaging and printing business is the largest value added converter of paperboard packaging in south Asia. This company offers the services like corporate identity, flexible packaging, foil stamping, folding carton, offset printing, packaging carton, packaging materials, and packaging solutions. This study mainly focuses on to find out how many employees are satisfied with their work/role, how many employee need training to develop their skills and what type of training they need, how many employee attended the training program which was conducted by the company, and achievement made by the employee.

OBJECTIVES OF THE STUDY

- To study the employee existing performance appraisal system at ITC Ltd., Chennai.
- To analyze the performance appraisal forms using content analysis.
- To examine the factors such as job satisfaction, training needed by employee, training program attended by the employee, and achievement made by the employee
- To measure the individual employee performance based on the factors of job satisfaction, training needed by people, training program attended by employees, and achievement made by employee

REVIEW OF LITERATURE

Dr. Annasaheb Maruti Gurav (2009) has developed models for employees' performance appraisal systems in manufacturing, trading, and service rendering business houses in his district. He designed the different weight performance measurement models for accurate performance management. He studied the PA system and developed a PA model in the 5 steps respectively conducted a pilot study, data collection, first suggestive model, second suggestive model, prepared 3rd and final suggestive model for PA. At end of the research he suggests people capability improvement model for performance appraisal.

Sreeram Naresh (2016) finds which strategic factors influence on appraisal system in the banking industry. He collect data through questionnaires from each public sector bank Andhra bank, Canara bank, private sector banks of city union bank, and Karnataka bank analyze those data, and conclude the performance appraisal of selected banks is good.

Sumitra (2003) suggests the PA has been carried out with the help of strategic and operational parameters. This study relates to the performance appraisal of public sector commercial banks in pudukottai district. In this research, she studied their source mobilization efforts, loans, and advance and their components pattern of non-performing assets. This study aims to develop a banking system that is operationally efficient, financially viable, and meets the requirements of a competitive economy. Finally, she concludes with public sector banks need to be improved.

Srividhya Mouli (2015) tries to reveal the relationship and gap between the competency possessed by the employee, the competency required to perform the job/role, and the competency considered for assessment in the PAS. This process is made by self-assessment. He finds out the top 5 competencies required to perform the job/role by the employees are respectively communication, adaptability, and flexibility, accountability and dependability, compiling written communication, leadership.

Vinayak (2021) stated competency mapping is a successful contribution to performance management. He focused on finding out whether similar efforts can be made in management education. He develops a competency mapping tool and try to study about the relationship between competencies and performance of B school faculty members in the city of Bangalore.

Aditya Sharma tries to study about the current performance appraisal system of the IFFCO and identify the gaps between the current state and the desired state performance. He tries to identify the key performance indicator and critical success factor for achieving organizational excellence.

Shraddha Awasthi, Dr. R. C. Sharma (2017) said every organization should have well-defined responsibilities; a list of competencies should use for performance management and other HR processes. It helps to identify which person has the matching skills to perform a particular task. He explained the concept of competency mapping and its impact on HR practices.

Anusha Prabha P (2018) stated competency mapping and assessment provide a clear indicator of employee development needs. He focuses on the concept of competency mapping as well as to know the level of awareness about the competency mapping among the employees in Sri Saravana industries Coimbatore.

RESEARCH METHODOLOGY

Research Design

The research design adopted for the study is Descriptive method

Source of data collection

This study was done using both primary data and secondary data. Primary data collected from employees using self appraisal forms which includes structured questionnaire. Secondary data was collected about company details using the source of Google.

Sampling technique

Sampling technique adopted for this study is stratified random sampling method.

Sample size

362 samples are taken from the various departments from the total population of 396.

Questionnaire design

The questionnaire was designed by the company named performance appraisal forms with structured open end questionnaire. Total population of 396 employee data were collected, from that 35 samples are rejected for some reasons, 362 samples were taken for this study.

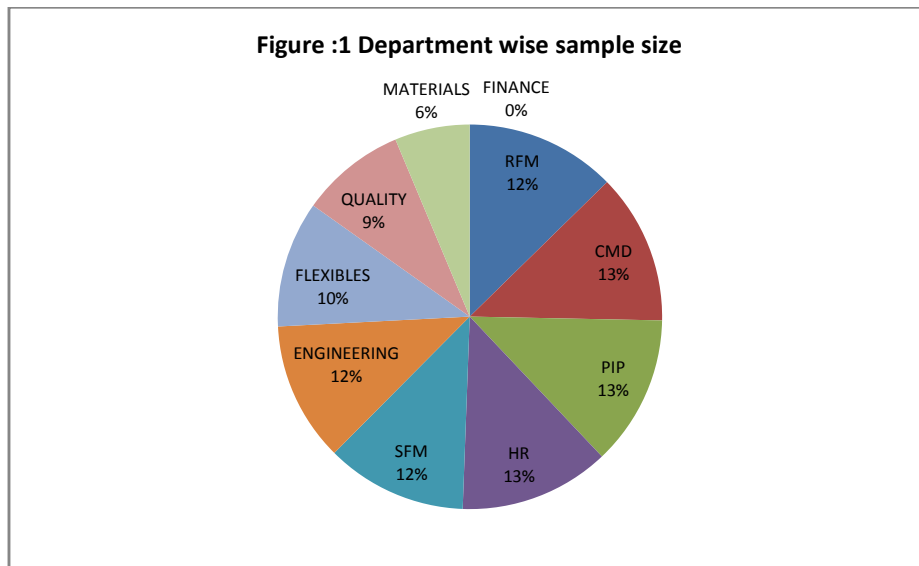
Statistical Tool

Statistical tool adopted for this study is Percentage analysis.

DATA ANALYSIS AND INTERPRETATION

From this study we analyze the individual employee performance such as job satisfaction, training needed by the employee, training program attended by employee, and achievement made by employee.

DEPARTMENTS IN ITC	TOTAL EMLOYEES	NO.OF RESPONDENTS	%
RFM	78	78	100.00
CMD	20	20	100.00
PIP	5	5	100.00
HR	4	4	100.00
SFM	176	165	93.75
Engineering	14	13	92.86
Flexibles	81	68	83.95
Quality	10	7	70.00
Materials	4	2	50.00
Finance	4	0	0.00
Total	396	362	91.41

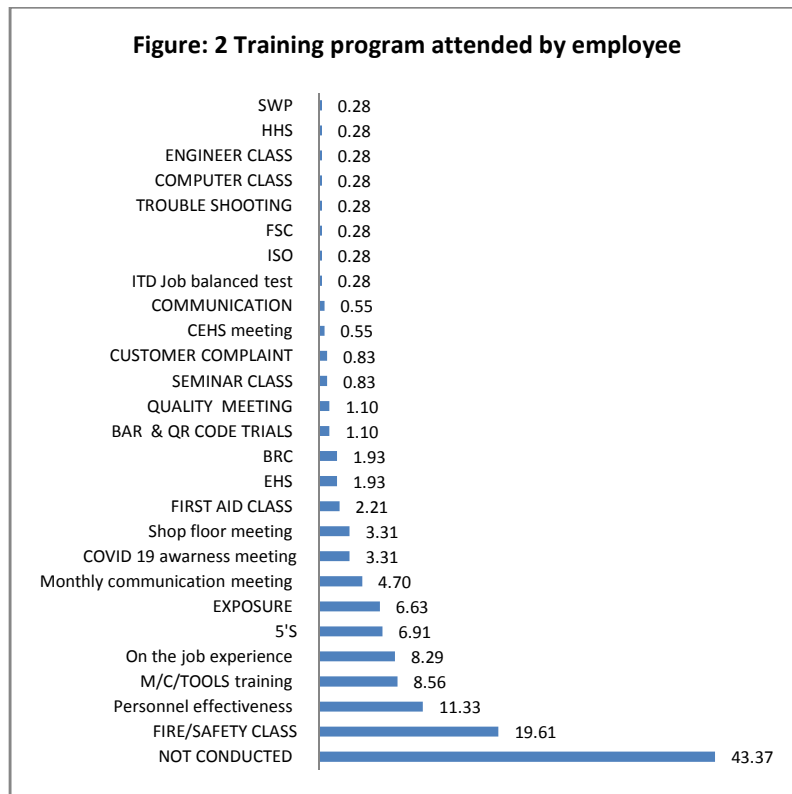


Interpretation

The above diagram shows that how many samples are taken from various departments. 100% of samples taken from the department of RFM, CMD, PIP, and HR, 93.7% of samples taken from SFM department, 92.8% of samples taken from engineering department, 83.9% of samples taken from flexible, 70% of samples taken from quality department, 50% of sample taken from materials department, and no samples were taken from finance department.

Table: 2 Training attended by employees % analysis

Training name	Attended people	%
Not conducted	157	43.37
Fire/safety class	71	19.61
Personnel effectiveness	41	11.33
M/C/ Tools training	31	8.56
On the job experience	30	8.29
5'S	25	6.91
Exposure	24	6.63
Monthly communication meeting	17	4.70
COVID 19 awareness meeting	12	3.31
Shop floor meeting	12	3.31
First aid class	8	2.21
EHS	7	1.93
BRC	7	1.93
Bar & qr code trials	4	1.10
Quality meeting	4	1.10
Seminar class	3	0.83
Customer complaint	3	0.83
CEHS meeting	2	0.55
Communication	2	0.55
ITD Job balanced test	1	0.28
ISO	1	0.28
FSC	1	0.28
Trouble shooting	1	0.28
Computer class	1	0.28
Engineer class	1	0.28
HHS	1	0.28
SWP	1	0.28



Interpretation

The above diagram shows that 43.37% of the employees didn't attend any of the training program for some reasons, 19.61% of the employee attend the fire/safety class, 11.3% employee attend personnel effectiveness program, 8.5% employee attended machine and tool related trainings, 8.2% employee gain on the job experience, 6.9% employee attend 5's training, 6.6% of employee had exposure on their job, 4.7% employee attend monthly communication meeting, 3.3% employee attend shop floor meeting, and covid 19 awareness meeting, 2.2 % of employee attend first aid class, 1.9% of employee attend EHS meeting, and BRC, 1.1% employee attended, quality meeting, bar & QR code trials, 0.8% of employee attend seminar class, and customer complaint, 0.5% employee attend CEHS meeting, and communication meeting, 0.2% of employee attend FSC meeting, troubleshoot training, computer class, engineer class, ITD job balanced test, ISO meeting, HHS and SWP.

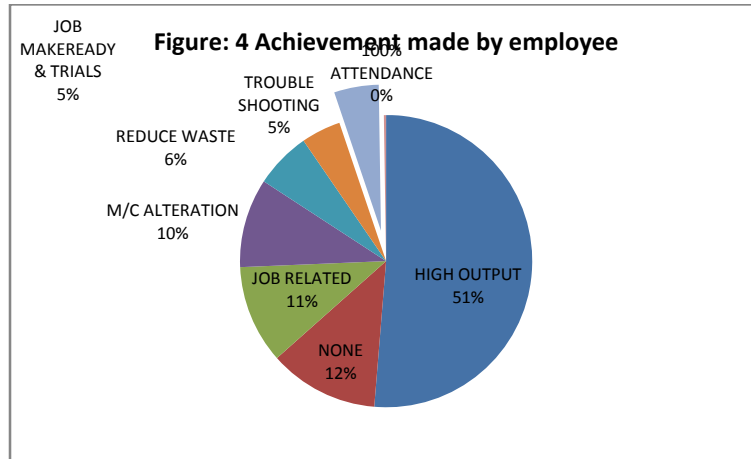
S.NO	TRAINING NAME	NO. of employees	%
1	M/c training	119	32.87
2	Job related	56	15.47
3	No training needed	51	14.09
4	Communication	34	9.39
5	Fire safety	33	9.12
6	5's	30	8.29
7	Technical	24	6.63
8	Personal development	22	6.08
9	Sap	14	3.87
10	Multi skill	14	3.87
11	Teamwork	11	3.04
13	Computer	9	2.49
12	Plant visit	8	2.21
14	6 sigma	7	1.93
15	Entertainment	6	1.66
16	Kaizen	3	0.83
17	PEP	2	0.55
18	BRC	2	0.55
19	ISO	2	0.55
20	Classroom training	2	0.55
21	Brainstorm	1	0.28
22	Soft skills	1	0.28
23	EHS	1	0.28



Interpretation

The above diagram shows that 32.87 of employee need machine related training, 15.4% of employee need their job related training, 14% of employee didn't want any training, 9.3% of employee need communication training, 9.1% of employee need fire safety class, 8.2% of employee need 5's class, 6.6% of employee need technical related training, 6% of employee need personal development training, 3.8% of employee need SAP, and multi skill training, 3% of employee need teamwork class, 2.4% of employee need computer training, 2.2% of employee need plant visit, 1.9% of employee need 6 sigma training, 1.6% of employee need entertainment class, 0.8% of employee need kaizen training, 0.5% of employee need PEP, BRC,ISO, and classroom training, and 0.2 % of employee need brainstorm, soft skill, and EHS training.

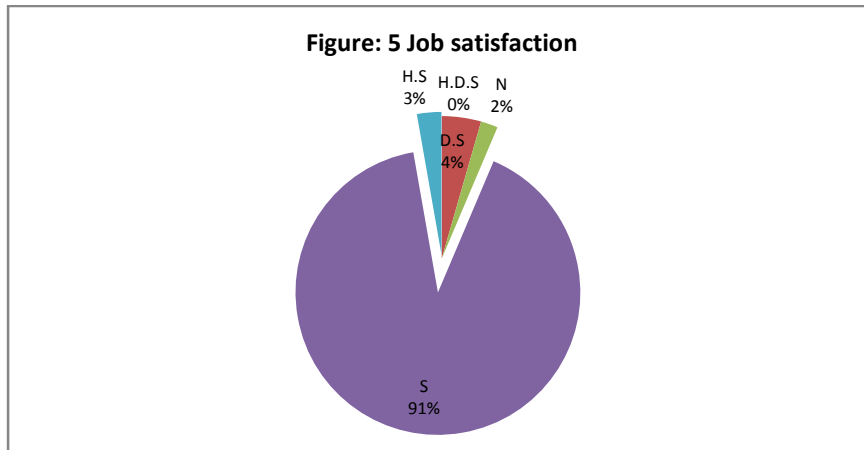
Achievement type	TOTAL	%
High output	198	54.7
None	47	12.98
Job related	42	11.6
M/c alteration	38	10.5
Reduce waste	24	6.63
Trouble shooting	17	4.7
Job make ready & trials	19	5.25
100% attendance	1	1



Interpretation

The above diagram shows that 54.7% of employee achieve high output, 12.98% of employee didn't do any new achievement by his side, 11.6% of employee done their job related achievement, 10.5% of employee achieve machine alteration, 6.63% of employee achieve waste minimizing, 4.7% of employee done troubleshooting effectively, 5.25% of employee achieve more job make ready, and job trials, and 0.2% of employee achieve 100 percent attendance.

Job satisfaction	Total	%
H.D.S	0	0
D.S	16	4.44
N	7	1.94
S	327	90.83
H.S	10	2.78



Interpretation

The above diagram shows that 90.8% of employee satisfied with their work/role, 4.4% of employee gets little disappointment with their role/work, 2.7% of employees are highly satisfied with their job, and 7 no of employee will fall under neutral position.

FINDINGS

- Majority 43.3% of employee didn't attend any training program, the reason behind is due to covid company didn't conduct any of the training program for the appraising period.
- 19.6% of employee attends fire safety class which was helps to survive the emergency situation
- 11.3% of employee attends personnel effectiveness program to improve their skills in multi area
- 6.9% of employee attends 5's training program to maintain the area clean
- 6.6% of employee does exposure for their respective jobs and done more troubleshooting
- Majority 32.8% of employee need machine and machine related trainings to improve their knowledge in machine and perform well
- 15.4% of employee need their job related training for improves their working skills

14% of employee didn't need any of the training programs
 9.3% of employee needs communication training like spoken English, spoken Hindi, and conversation
 9.1% of employee needs fire safety training class to survive the emergency situation
 Majority 54.7% of employee achieve high production in their respective jobs, and make many record output
 12.9% of employee didn't done any new achievement comparing with their previous year performance
 11.6% of employee done their job related achievement like no customer complaints, on time payment, work during covid situation etc.
 10.5% of employees do machine alteration for the effective usage of machine
 6.63% of employee achieves waste control record to reduce the manufacturing cost of the product
 Majority 90.8% of employee satisfied with their given job/role
 4.4% of employee gets disappointment from their job/role
 2.7% of employee highly satisfied
 7 no of employee fall under the neutral position

SUGGESTION

In this study, we divide the training which was conducted by the company into 26 stratum. The company will measure the outcome of the employee after the training, who attended the respective training, and what the development reflected on employee performance after the training. It will help to find out whether the training program is effective or not.

The majority of the employee didn't attend any of the training programs, due to covid Situation Company cant conduct training program for employee, so give proper training for those people who really need it to recover their job performance.

In this study, we divide the training that is needed by employees into 22 types. So the company provides the training which was expected by employees to improve their work skills. It helps to get effective work from employees.

In this study, we divide the achievement made by employees into 7 groups. The company gives due value to their achievement. It will help to motivate employees, so he gave even more performance.

The majority 12% of the employee didn't do any new achievements in their field, find out what are the factors that influence employee performance, and why they didn't do any new achievements.

In this study, 4.4% of employees are dissatisfied with their current work responsibility. They mention reasons in employee self-appraisal form, why they are dissatisfied. To provide special care to those employees and satisfy their needs and wants which are mentioned in the appraisal form. It will help to maintain manpower in the industry.

In this study 7 no of employees will be in the neutral position. They are in the confusion mindset. To provide the seminar classes related to their work responsibility and identify their actual expectation. It will help to find whether the employees are really interested in their work or not.

CONCLUSION

A performance appraisal is a regular review of an employee's job performance and contribution to a company. This study find outs Majority 43.3% of employee didn't attend any training program, the reason behind is due to covid, Company didn't conduct any of the training program for the appraising period. Majority 32.8% of employee need machine and machine related trainings to improve their knowledge in machine and perform well. Majority 54.7% of employee achieve high production in their respective jobs, and make many record output. Majority 90.8% of employee satisfied with their given job/role.

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