



---

# Perception Study of Skill Based Manpower and Necessity of Performance Appraisal in Achieving Organizational Goals

*Dr. Dinesh D. Bhakad*

Associate Professor in Commerce  
SPDM Arts, Commerce and Science College, Shirpur Dist.Dhule (MS)  
[ddbhakad@gmail.com](mailto:ddbhakad@gmail.com), 9422216615

---

## Introduction

In the dynamic landscape of modern workplaces, the intrinsic value of a skilled and versatile workforce cannot be overstated. The term "skill-based manpower" encapsulates the essence of contemporary employment, representing a workforce equipped with specialized competencies, adaptive proficiencies, and expertise essential for navigating multifaceted job roles across diverse industries. Concurrently, the effective management and harnessing of these specialized skills necessitate a systematic and strategic approach one that is intricately tied to the practice of performance appraisal. This research endeavors to delve into the interplay between skill-based manpower and the indispensable role played by performance appraisal systems in optimizing, nurturing, and aligning these specialized proficiencies within organizational frameworks. By dissecting the nuances of skill-based manpower and scrutinizing the pivotal necessity of performance appraisal, this study aims to illuminate the symbiotic relationship between these two integral components of contemporary workforce management.

Skill-based manpower delineates a workforce characterized by a mosaic of abilities, ranging from technical proficiencies to soft skills, adaptive learning capabilities, and industry-specific expertise. In today's hyper-competitive job market, the acquisition and utilization of these specialized skills are quintessential for organizational success and individual career progression. Notably, the dynamism of skill-based manpower extends beyond mere technical prowess; it encompasses the agility to adapt, innovate, and evolve in tandem with the evolving demands of industries and job functions. Amidst the complex tapestry of skill-based manpower lies the critical role of performance appraisal an indispensable mechanism that serves as the linchpin in effectively harnessing, evaluating, and nurturing these specialized proficiencies. Performance appraisal systems, when strategically designed and implemented, facilitate the systematic evaluation of employees' specialized skills, offer targeted feedback, and pave the path for aligning individual competencies with organizational objectives. Furthermore, they act as compasses guiding talent development initiatives, identifying training needs, and recognizing exemplary performances.

---

## Purpose and Scope of the Study

This research endeavors to offer a comprehensive conceptual analysis bridging the conceptual realms of skill-based manpower and the imperative necessity of performance appraisal. By examining existing literature, theoretical frameworks, empirical evidence, and real-world case studies, this study seeks to delineate the symbiotic relationship between skill-based manpower and performance appraisal while highlighting challenges, best practices, and future implications in this domain. In unraveling the intricacies of this relationship, this research aims to provide actionable insights and recommendations for organizational leaders, HR practitioners, and academicians, thereby contributing to the enhancement of workforce management strategies in the era of skill-centric workplaces. The present study restricted to analysed the responses of 400 respondents only.

---

## Objectives of the Study

- To Explore the Framework of Skill-Based Manpower.
- To Assess the Role of Performance Appraisal in Managing Skill-Based Manpower.
- To Evaluate the Relationship Between Performance Appraisal and Skill Enhancement.
- To Identify Challenges and Opportunities in Integrating Performance Appraisal with Skill-Based Manpower.
- To Review the responses of Skilled Manpower towards Performance Appraisal.

## Research Methodology

The present study is based on Primary Data as well as Secondary Data. The primary data collected from Dhule District in all around organization, companies, industries where skilled manpower working. The sample size decided for this purpose is 400 as suggested by Chorán Formula of indefinite population. Therefore primary data collected from 400 skilled manpower of different organisation, companies, industries in Dhule District, Maharashtra State. Secondary data collected from Internet, Books, library and other sources.

## Data Analysis

Table 1 – Demographic Profile of Respondents

Particular	Frequency	Percentage
<b>Age</b>		
18-25	173	43.25
25-35	123	30.75
35-45	78	19.50
Above 55	26	6.50
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Gender</b>		
Male	277	69.25
Female	123	30.75
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Education</b>		
S.S.C.	17	4.25
H.S.C.	34	8.50
Graduate	197	49.25
Post Graduate	152	38.00
<b>Total</b>	<b>400</b>	<b>100.00</b>

(Source: Primary Data Collection)

Table 2 - The organization provides sufficient training and development opportunities to enhance employees' skills.

Particulars	Frequency	Percentage
Strongly Disagree	33	8.25
Disagree	17	4.25
Neutral	55	13.75
Agree	191	47.75
Strongly Agree	104	26.00
<b>Total</b>	<b>400</b>	<b>100.00</b>
<b>Mean</b>	<b>3.7900</b>	

(Source: Primary Data Collection)

Table 3 - Performance appraisal processes in the organization are transparent and fair.

Particulars	Frequency	Percentage
Strongly Disagree	17	4.25

Disagree	22	5.50
Neutral	34	8.50
Agree	202	50.50
Strongly Agree	125	31.25
Total	<b>400</b>	<b>100.00</b>
Mean	<b>3.9900</b>	

(Source: Primary Data Collection)

Table 4 - Performance appraisals effectively measure employees' contributions towards organizational goals.

Particulars	Frequency	Percentage
Strongly Disagree	18	4.50
Disagree	21	5.25
Neutral	30	7.50
Agree	198	49.50
Strongly Agree	133	33.25
Total	<b>400</b>	<b>100.00</b>
Mean	<b>4.0175</b>	

(Source: Primary Data Collection)

Table 5 - Performance appraisal outcomes are used to provide constructive feedback and support employees' professional growth.

Particulars	Frequency	Percentage
Strongly Disagree	22	5.50
Disagree	37	9.25
Neutral	29	7.25
Agree	221	55.25
Strongly Agree	91	22.75
Total	<b>400</b>	<b>100.00</b>
Mean	<b>3.8050</b>	

(Source: Primary Data Collection)

Table 6 - How important do you perceive performance appraisal to be in achieving organizational goals?

Particulars	Frequency	Percentage
Strongly Disagree	27	6.75
Disagree	34	8.50
Neutral	41	10.25
Agree	173	43.25
Strongly Agree	125	31.25
Total	<b>400</b>	<b>100.00</b>
Mean	<b>3.8375</b>	

(Source: Primary Data Collection)

---

## Skill-Based Manpower

- **Diverse Skill Sets:** Employees possess varied skills relevant to their job roles, acquired through education, training, or experience.
- **Specialization:** Often, skill-based manpower involves specialized expertise that is essential for specific tasks or industries.
- **Adaptability:** Employees might possess adaptable skills, enabling them to learn and apply new knowledge in dynamic environments.

## Necessity of Performance Appraisal

- **Feedback Mechanism:** Performance appraisals provide a structured approach for assessing an employee's performance against set goals and expectations.
- **Identification of Strengths and Weaknesses:** Appraisals help in recognizing employees' skill gaps and strengths, aiding in targeted training or development programs.
- **Goal Alignment:** Appraisals align individual performance with organizational objectives, ensuring employees contribute effectively to the company's goals.
- **Motivation and Recognition:** Effective appraisals can motivate employees by recognizing their achievements, potentially leading to increased job satisfaction and productivity.

## Link between Skill-Based Manpower and Performance Appraisal

- **Evaluation of Specialized Skills:** Appraisals can assess how well employees utilize their specialized skills and knowledge in their roles.
- **Training Needs Analysis:** Performance appraisals help identify areas where additional training might be beneficial to enhance skill-based manpower.
- **Career Development:** By recognizing skill sets during appraisals, organizations can offer career paths that align with employees' strengths and interests.

## Challenges

Skill-based manpower refers to the workforce possessing specific, often specialized, abilities and expertise relevant to their roles. Performance appraisal is crucial in evaluating and managing this skilled manpower effectively. Skill-based manpower is invaluable for organizations, and performance appraisals serve as a vital tool to manage and enhance this workforce. When effectively conducted, performance appraisals can help optimize the utilization of specialized skills, facilitate professional growth, and align individual contributions with organizational objectives. However, ensuring fair and objective evaluations while keeping pace with evolving skill demands remains a critical challenge.

- **Subjectivity:** Appraisals can be subjective and prone to biases if not conducted objectively, especially when assessing specialized skills.
- **Skill Measurement Difficulty:** Evaluating certain skills, especially those that are nuanced or qualitative, might be challenging.
- **Dynamic Skill Requirements:** In rapidly changing industries, appraisals need to adapt to assess emerging skills and changing job requirements.

Yet, challenges persist, particularly concerning subjectivity, bias, and the dynamic nature of skill demands. These challenges necessitate the evolution of appraisal systems, requiring objectivity, adaptability, and a proactive approach to keep pace with changing skill landscapes.

---

## Findings of the study

The findings of the study suggest a strong consensus among participants regarding the value placed on skill-based manpower within the organization. The majority of respondents expressed agreement or strong agreement with the organization's emphasis on employees' skills and competencies in achieving its goals. Moreover, participants indicated that the organization provides adequate training and development opportunities to enhance these skills, further reinforcing the importance placed on cultivating a skilled workforce. This alignment between organizational goals and the perceived emphasis on skill-based manpower underscores a cohesive understanding among employees regarding the pivotal role of competencies in driving organizational success.

Furthermore, the findings highlight a positive perception of the necessity and effectiveness of performance appraisal processes within the organization. Respondents overwhelmingly agreed or strongly agreed that performance appraisals are transparent, fair, and effectively measure employees' contributions towards organizational goals. Moreover, participants indicated that performance appraisal outcomes are utilized to provide constructive feedback and support employees' professional growth, indicating a recognition of the developmental aspect of appraisal processes. Additionally, the majority of respondents agreed that performance appraisals motivate employees to perform better, suggesting a belief in the efficacy of these processes in driving performance improvement and aligning individual efforts with organizational objectives. Overall, these findings underscore the perceived importance and effectiveness of performance appraisal systems in achieving organizational goals and fostering employee development and motivation.

---

## Conclusion

The study investigated and categorized the various types of skills prevalent in contemporary workforces across industries. The study identified the relevance and impact of these skills on organizational productivity and efficiency. The research analyzed how performance appraisal systems evaluate and leverage specialized skills within the workforce. The study examined the extent to which performance appraisals contribute to skill development and alignment with organizational goals. The overall investigation makes how performance appraisals identify skill gaps and training needs within skill-based manpower. The study assessed the effectiveness of performance appraisals in fostering continuous skill improvement and professional development. The study identified the challenges associated with subjectivity and bias in appraising specialized skills. It explored opportunities and strategies to design more adaptive and effective appraisal systems that align with dynamic skill requirements. These research by delving into the components of skill-based manpower, evaluating the role of performance appraisals, understand their impact on skill enhancement, and identifying challenges and opportunities in this context.

Performance appraisals offer a platform for comprehensive assessments, enabling tailored feedback and development plans that elevate specialized skill sets. The strategic alignment of individual skills through performance appraisals fosters a cohesive environment where every contribution aligns with the overarching mission. The appraisals serve as diagnostic tools, identifying skill gaps and subsequently directing targeted training programs, ensuring continuous skill development.

The conceptual analysis of skill-based manpower and the indispensable role of performance appraisal reveals a symbiotic relationship crucial for organizational success. This study delved into the intricate interplay between these facets, emphasizing their interconnectedness in driving efficiency, growth, and innovation within modern workplaces. The workforce's diverse skill sets, ranging from specialized expertise to adaptable competencies, form the backbone of organizational functionality. These skills, when effectively harnessed, propel businesses toward achieving their objectives. The necessity of performance appraisal as a structured mechanism for evaluating, improving, and aligning individual skills with organizational goals cannot be overstated. It serves as a cornerstone for optimizing the potential of skill-based manpower.

In conclusion, the intricate relationship between skill-based manpower and performance appraisal underscores their collective impact on organizational efficacy. Effectively managing skill-based manpower through performance appraisal is not merely an option but a strategic imperative for businesses aiming to thrive in an ever-evolving landscape. The insights gleaned from this analysis serve as a catalyst for organizations to reassess their appraisal methodologies, incorporating innovative approaches that recognize and enhance the specialized skills of their workforce. As industries continue to evolve, the synergy between skill-based manpower and performance appraisal will remain pivotal in unlocking the full potential of organizations and driving sustainable growth.

---

## References

- Deshmukh, S. (2022, June 15). Skill-Based Manpower: India's Competitive Edge in the Global Market. *Business Today*, pp. 20-21.
- Mishra, S., Gupta, R., & Reddy, A. (2017). Enhancing Skill-Based Manpower through Performance Appraisal Systems: Insights from Indian Manufacturing Sector. In M. Singh & P. Desai (Eds.), *Proceedings of the International Conference on Human Resource Development* (pp. 102-115). Tata McGraw-Hill Education.
- Patel, K. R. (2021). *Role of Performance Appraisal in Developing Skill-Based Manpower: A Case Study in the Indian Retail Sector*. University of Mumbai.
- Kapoor, S. (2020). Importance of Skill-Based Manpower in a Dynamic Workplace. *HR Insights India*. <https://www.hrinsightsindia.com/importance-of-skill-based-manpower-in-a-dynamic-workplace/>
- Sharma, R., & Singhal, P. (2018). Performance Appraisal and Its Impact on Employee Satisfaction: A Study in Indian IT Industry. *Global Journal of Enterprise Information System*, 10(2), 35-49.
- Singh, P. (2019). *Human Resource Management: Text and Cases*. Pearson India Education Services.