

# Periodic Research

## Performance Appraisal is a Opportunity to Take Stock of Career Goal or Heartache for Employees: Case Study Of UP Rajkiye Nirman Nigam Limited & Tata Chemicals Limited

### Abstract

The business environment today with increasing globalization, high focus on productivity enhancement coupled with declining margins, makes it critical for organization to maximize the value of each employee it is therefore imperative to calibrate set goals with what has been achieved in an objectives manner and provide real time feedback for continual improvement. Performance feedback is information about one's past behaviour with the hope of influencing future behaviour. Review of performance can pose on excellent opportunity to reflect on one's time in the organization. This can also cause much stress and heartache for employees when result doesn't meet expectations.

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### Introduction

There has been a lot of uncertainty in the industry about whether performance appraisal are really helpful. The appraisal process is a good opportunity to understand one's weakness and strength and align them as per expectations of the organization employee must adopt positive mind set towards the feedback process and the message shared during their appraisal. Having the right approach can ensure that employees have a whole new world of learning and development ahead of them. While a negative appraisal can adversely affect the employees morale as well as performance ' it is important that such a situation be handled well by both the company and employees. Performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his task. The appraisal basically designed to identify those employee who are able to complete the assigned task well and those who are not and the reasons for such performance. The appraisal is the process of evaluating an en employee current and or past performance relative to employee performance. The performance appraisal is a continual process of feedback and remedial course correction throughout the year and in an ideal situation, a performance appraisal should not be surprise or shock to the employee and hence, appraisal blues shouldn't come about at all. Feedback should be an ongoing process, irrespective of whether the news is positive or negative. Delayed feedback, in any case, is unpardonable. Whether feedback is negative or positive, it should never be delayed. Delayed negative feedback become meaningless, as by then many more mistakes would have been committed by the employee positive feedback if delayed is a lost opportunity to build morale as the impact is best when immediate. Every individual works for the benefit of the organization. For a professional both negative and positive feedback is equally important. For both types of feedbacks, the delay is directly proportional to the damage regarding the values of an individual. Often managers delay criticism for fear of confrontation. Most experts agree that delivery of negative feedback is an art. **According to Cascio** "performance appraisal is a review of the job relevant strengths and weaknesses of an individual or a team in an organization. It is an exercise in observation and judgment. It is a feedback process and it is an organizational intervention. It is a measurement process. Above all it is

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an inexact human process." Several methods and techniques of appraisal are available for measurement of the performance of an employee. These techniques are as follows.

**1. Straight Ranking Method** is the oldest and simplest method of performance appraisal, by which the man and his performance considered as an entity by the rater. But the greatest limitation of this method is that in practice it is very difficult to compare a single individual with human beings having varying behaviour traits. The method only tells us how a man stands in relation to the others in the group but does not indicate how much better or worse he is than another. The task of ranking individuals is difficult when a large number of persons are rated.

**2. Paired Comparison Method** by this technique, each employee is compared every trait with all the other person in pairs one at a time. with this technique, judgment is easier and simpler than with the ordinary ranking method. The numbers of times each individual is compared with another is tallied on a piece of paper. These number yield the rank order of the entire group the results of these comparisons are tabulated, and a rank is assigned to each individual. This method is not suitable when a group is large because, in that case, the number of judgments become excessively large.

**3. Graphic or Liner Rating Scale Method** is the most commonly used method of performance appraisal. Under it, a printed form for one for each person to be rated. The rater checks the appropriate performance level on each criterion, then computes the employee's total numerical score. Rating scales offer the advantages of adaptability, relatively easy use and low cost. Nearly every type of job can be evaluated with the rating scale, the only requirement being that the job-performance criteria should be changed. The disadvantages of this method are several. The rater's are likely to influence evaluation, and the biases are particularly pronounced on subjective criteria such as co-operation, attitude and initiative.

**4. Forced Distribution Method** used to eliminate or minimize raters' bias, so that all personnel may not be placed at the higher and or at the lower end of the scale. It requires the rater to appraise an employee according to a predetermined distribution scale. The good point of this system is that by forcing the distribution in this manner, the problem of different appraisers using different parts of the scale is avoided. The method is highly simple to understand and very easy to apply in organizations. The major weakness of this method lies in the assumption that employee performance levels always conform to a normal distribution.

**5. Checklist Method** is the rater does not evaluate employee performance; he supplies report abouts about it and the final rating is done by the personnel department. A series of questions are presented concerning an employee to his behaviour. Advantages of a checklist are economy, ease of administration, limited training of rater, and

standardization. The disadvantage of this approach is that it does not allow the rater to give up relative ratings.

**6. Group Appraisal Method** used the employee are rated by an appraisal group, consisting of their supervisor and three or four other supervisors who have same knowledge of their performance. The supervisor explains to the group the nature of this subordinates' duties. The advantage of this method is that it is thorough, very simple and is devoid of any bias, for it involves multiple judges. The disadvantage of this method it is very time-consuming.

**7. Management By Objectives Method (MBO)** is potentially a powerful philosophy of managing and an effective way for operationalising the evaluation process. It seeks to minimize external controls and maximize internal motivation through joint goal setting between the manager and the subordinate and increasing the subordinate's own control of his work. Advantages of these method managers are more likely to comate with themselves than with other managers. This kind of evaluation can reduce internal conflicts that often arise when managers compete with each other to obtain scarce resources. MBO identifies problems better and early. The reason for failure in the MBO process are: hasty implementation, unknowledgeable users, lack of top management follow through, and support, over emphasis on structure, treatment as another gimmick, failure to carefully monitor and encourage the MBO process during hard initial years of implementation.

**8. 360 Degree Performance Method** is a system or process in which employee receive confidential, anonymous feedback from the people who work around them. The system approach, the emphasis is not on individual assessment and rewards or punishments. But it is on how the work system affects an individual's performance. The Advantages of these method employees get to know their good points, this helps boost their self-esteem. The employees get a ready list of improvement areas from their customers to work on. The disadvantages of this method some people may fear retaliation if they give negative feedback. This is mostly in cases where the organization does not have an open culture. The system could prove to be complex in combining all the responses.

Companies can take a beating if their key employees leave the organization due to reasons like wrongly communicated expectations or a shoddily planned appraisal process. In that case, is there a way for HR to predict such decision and gauge them from employee reactions? Predicting employee decisions is never easy. It is easier for managers to predict such situations since truly committed to the development of that direct report. In some situations, a below expectation appraisal may even lead to separation. There are many cases where an employee is caught unaware and is surprised with a low rating. Such is the situation, when the leader was unable to set goals effectively

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or failed in conducting periodic reviews and providing feedback. The yearly performance review should be summary of one's annual performance and not an exhaustive meeting to discuss and scrutinize every minute detail. One of the main problems arises when one has to deal with an incapable appraiser. The human element behind the process makes all the difference. Another problem can be the lack of transparency. The final document submitted to HR, post the appraisal discussion should be signed off by both the manager and employee. So that the employees know where he/she stand and in which areas he/she can improve. Manager should "make the events happen" and not "let the events happen". Every management activity has to be planned; otherwise it will be left to chance. Manager cannot rely on chance element. Every position has a job design or description. There should be a man to fit the position. There must be right man for right job. This is possible by an appraisal method. What will happen if the organization gets a wrong man?

## Objective of the study

The basis purpose of this study is performance appraisal is a opportunity or heartache for employees. Because performance management refers to the entire process of appraising performance, giving feedback to the employee, and offering rewards or punishment to them. The appraisal is a review of the job relevant strengths and weaknesses of an individual or a team in an organization. It is an exercise in observation and judgment. it is a feedback process and is an organizational intervention.

1. To identify employee with potential, rewarding performance equitably and determine employee needs for development.
2. To let the employee know where they stand in soar as their performance is concerned and to asses them with constrictive criticism and guidance for the purpose of their development.
3. To study the performance appraisal is an opportunity or heartache for employee
4. To assess the training and development needs of employees.

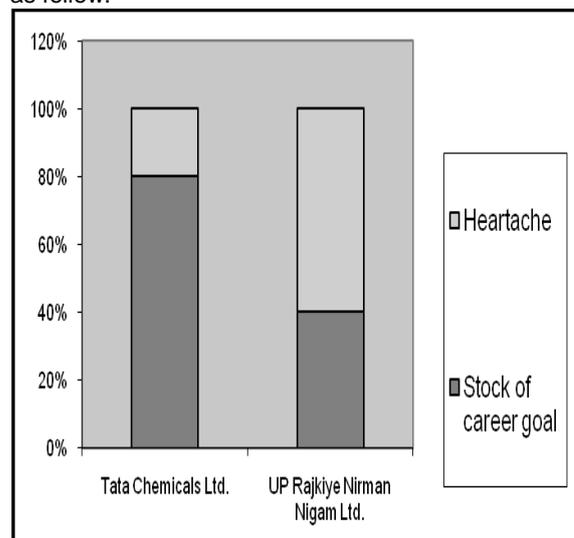
## Research Methodology

To analyze the performance appraisal is a opportunity or heartache for employees. The data for the analyze has been collected from field survey conducted in Utter Pradesh Rajkiye Nirman Nigam Limited and Tata Chemicals Limited Lucknow of state Uttar Pradesh. Adopting convenience sampling technique 25 Utter Pradesh Rajkiye Nirman Nigam Limited and 25 Tata Chemicals Limited Respondents. Were chosen among the employee of performance appraisal. To analyze the employee's performance on performance appraisal both primary and secondary data has been used. Primary data collected from the respondent's through interview. The secondary data has been collected from various books, newspaper, and websites.

## Data Processing and Analysis

The analysis is a very important part of the research study. This process has some specific

goals for completion of study. The data were analyzed with the help of percentage method. In this study 25 employees are selected from 2000 employees Utter Pradesh Rajkiye Nirman Nigam Limited for sampling and 25 employees are from sample Tata Chemicals Limited. These employees were surveyed by interview method. Performance appraisal is a opportunity or heartache for employees. We can measure our performance by performance appraisal in unique way and employees gets an opportunity of promotion, pay increase by performance appraisal. The performance appraisal is just like heartache. Because we can compression between employees by performance appraisal and working capacity of every employee can't be similar. However we can use performance appraisal in any aspect. Performance appraisal is a heartache whose result is negative because that employee can suffer from termination, log off, and demotion. Whose result is negative which is just like heartache while many business organizations provide the facilities of craning for the increasement of working performance. It can be represent by showing graph as follow.



1 employee represent = 80 employees

The graph shows that 80% employees says performance appraisal is an opportunity. While other 20% employees are says that performance appraisal is just like heartache of Tata Chemicals Ltd. While 40% employees says performance appraisal is an opportunity and 60% employees are says that performance appraisal is just like heartache of UP Rajkiye Nirman Nigam Limited.

## Conclusion and Suggestion

Today every organization need to experienced employees. Appraisal has several objectives but the main purposes are to assess training needs, to effect promotion, and to give pay increase. The using performance appraisal data for different human resource activities. We can find out work performance of employees by performance appraisal. Where performance appraisal is a opportunity to take stock of career goals for employees one hand and performance appraisal a

heartache there other hand. Manager can use performance appraisal for decision process. Performance appraisal role an important role in every management organization. Therefore, helping are employees assess his/her assessment not only adds transparency and clarity in the post-appraisal period, but also these post-appraisal assessment encourages are employees to understand their key problem areas and facilitates them to decipher criticism and use it favorably in order to improve and develop themselves. The post-appraisal phase, organizations need to ensure that there is a transparent and consistent approach toward performance reviews, which enables employees to perform better. The focus should be on building the existing strengths of employees, rather than only telling them their weaknesses at the end of the year. HR major faces the issue of unrealistic appraisal expectations, therefore, it's the HR's role to give an opportunity to the employees to understand and contradict their perception. On the basis of above study research gives following suggestion to HR manager.

1. Today organizations need to ensure that there is an effective communication process in place, which establishes a common set of guidelines, known and understood by all employees and performance managers. HR manager should trained their employees understand the impact of performance reviews on their careers.
2. HR manager has a huge role to play in both performance improvement, and educating the employee's line manager on handling difficult situations, and ensuring that a continual feedback mechanism is in place.
3. In the post- appraisal scenario, the employee's morale does not take a plunge, and negativity does not spread across the workplace.
4. Suggesting a few methods that can facilitate an employer in helping his/her employee decode their negative criticism, understand the problem areas deal with them effectively.
5. The HR manager can guide and assist his/her employee in developing their skill, knowledge and abilities necessary to perform to the required level.

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