

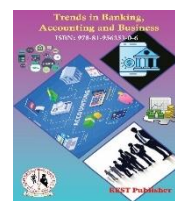


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# A Study on Performance Appraisal of Exide Industry Limited in Hosur

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**Abstract:** A major concern of every organization should be to contribute positively towards the achievement of its objective. Organizational effectiveness is often equated with managerial efficiency. A manager can ensure organizational effectiveness only by guaranteeing the full utilization of human resources available through individual employees under his guidance. Hence, it is always required for a manager to monitor and measure the performance of employees.

## 1. INTRODUCTION

Performance appraisal, in its present form, rewards people for manipulating the system rather than improving. In a work group, members consciously or unconsciously, form opinions about others. The opinion may be about their quality, behavior, way of working, etc. Such an opinion becomes the basis for interpersonal interaction. In the same way, superiors form some opinion about their subordinates for determining many things like salary increase, promotion, transfer, etc. In large organizations, this process is formalized and takes the form of performance appraisal. In its present form, the New York City Civil Service adopted performance appraisal in 1883. Since then and especially after World War I, performance appraisal in formal way has been adopted by most of the large organizations particularly in the business field. In our country too, large organizations adopt formal appraisal methods. This method of appraisal springs from forces that have generated a popular philosophy of management, known as 'management by objectives or 'management by results. MBO is not merely a technique of managing but it reflects the entire philosophy of management. Therefore, if the prevailing style of management is conducive to management by objectives, appraisal by results is much more advantageous compared to appraisal based on traits. It has the same strengths as MBO has. This approach is operational because appraisal is a part of a superior's job; this is not considered to be an extra burden by managers, as is the case with appraisal based on traits. Moreover, the person appraised is more likely to see positive steps to improvement than he would if he were faced with the need to remold his inner psychological make-up to satisfy his superior.

## 2. REVIEW OF LITERATURE

In this changing environment, all firms have a variety of chances to seize as well as a variety of problems to overcome. To sustain the change the role of management is to make. Necessary changes at the workplace in accordance with the job requirements. Management must modify policies, rules, and laws in order to stay competitive and meet the standards. Organizations are under a lot of pressure in terms of competency for a skilled workforce, for always improving production techniques, for attracting innovative technology entrants, and for employees who want to attain work-life balance.

2013-Venclova Katerina: The employee performance appraisal methods used in Czech agricultural enterprises. The first section of the article looks into the theoretical underpinnings of the term "formal appraisal" as well as employee performance appraisal methodologies as described by Czech and international experts. 2013 Ashman Aggarwal, Gour Sundar Mitra Thakur: Performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management By Objectives, Assessment Centre BARS, 360 Degree, and 720 Degree are some of the performance appraisal approach has discussed, as well as their benefits and drawbacks. The traditional method of performance appraisal or the modern method of performance appraisal are used by the organizations.

1993-Peter R. Scholte's: The research is based on a comparison of total quality or performance appraisals. TQM and performance appraisal, according to the author, are incompatible. Customer awareness, systems thinking, a grasp of variance, teamwork Appreciation, mastery of improvement methodologies, and a comprehension of the process of personal motivation and learning are all required for TQM. TQM's very requirements are thwarted by performance appraisal.

### 3. RESEARCH METHODOLOGY

**Introduction:** Research is important both in scientific and non- scientific fields. In our life new problems, events, phenomena and processes occur every day. Practically, implementable solutions and suggestions are required for tackling new problems that arise. Scientists have to undertake research on them and find their causes, solutions, explanations and applications. Precisely, research assists us to understand nature and natural phenomena.

**Statement of the problem:** It is rightly said that a problem clearly defined is half solved. Thus, defining research problems properly is a step of highest importance. The performance of the employees can be analyzed by the technique of Performance Appraisal. Performance appraisal is a method of evaluating the behaviors of employees in the work spot, including both an employee's job relevant strength is doing the assigned job and qualitative aspects of job performance. It is a systematic description of an employee's job relevant strength is doing the assigned job.

**Scope of Study:** The study attempts to cover the satisfaction level of employees with the existing performance appraisal system in EXIDE INDUSTRIES LTD HOSUR.

1. To study the performance appraisal system applied in particular group of Lower level.
2. Employees with the sample of 100 members. The main aim of this study is to help the management to take corrective actions towards the better performance appraisal study.

#### Objective of Study:

- To study the present performance appraisal system in EXTDE INDUSTRIES LTD HOSUR 2) To know the satisfaction level of employees on the present performance.
- To analyze the factors used for the performance appraisal system.
- To understand and evaluate performance appraisal mechanisms in operation.
- To evaluate the effectiveness and satisfaction level of the employees towards performance appraisal system in EXIDE.

#### Limitations of the study:

- The study can Applied only at EXIDE INDUSTRIES LTD HOSUR
- The span of the time spent on studying less.
- The study was conducted with respective to the lower-level employees only.

**Research Design:** A Research Design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure. The research design adopted for the studies is descriptive design. The research e descriptive research design in this study. It involves a survey and fact findings enquire of different kinds.

**Sampling Method:** Sampling methods are used to select a sample from within a general population. Proper sampling methods are important for eliminating bias in the selection process. They can also allow for the reduction of cost or effort in gathering samples. Common methods of sampling include simple random sampling (completely random selection from the population), systematic sampling (ordering the population and selecting at regular intervals), stratified sampling (splitting the population into categories and randomly selecting from within each category), matched random sampling (population is divided into pairs based on a criterion and then randomly assigned so groups), and panel sampling (applying the same test over time to randomly selected groups).

### 4. DATA ANALYSIS & INTERPRETATION

**Percentage analysis:** Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100-percent) for better understanding of collected data. Percentage is calculated by taking frequency in the category divided by total number of participants and multiplying by 100%.

TABLE 1. Gender of employees

PARTICULAR	NO OF RESPONDENT	PERCENTAGE
MALE	67	84%
FEMALE	13	16%
TOTAL	80	100%

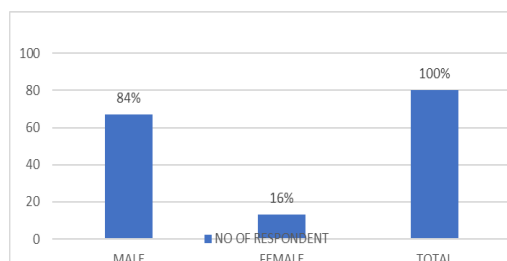
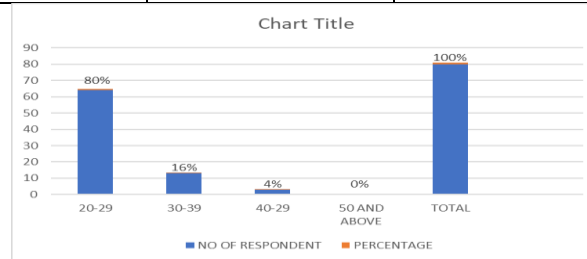


FIGURE 1. Gender of employees

The above bar chart depicts that 84% of the respondents are male and 16% of the respondents are female. Thus, the majority of respondents are male.

**TABLE 2.** Age of employees

PARTICULAR	NO OF RESPONDENT	PERCENTAGE
20-29	64	80%
30-39	13	16%
40-49	3	4%
50 AND ABOVE	0	0%
TOTAL	80	100%



**FIGURE 2.** Age of employees

The above bar graph shows that 80% of the respondents are 20-29 years old, 16% of the respondents are 30-39 years old, 4% of the respondents are 40-49 years old, 10% of the respondents are more than 50 years old. Thus, the majority of the respondents are 20-29 years old.

Analysis of variance, or ANOVA, is a strong statistical technique that is used to show the difference between two or more means or components through significance tests. It also shows us a Way to make multiple comparisons of several populations means. The ANOVA test is performed by comparing two types of variation, the variation between the sample means, as well as the variation within each of the samples.

**TABLE 3.** ANOVA: Single Factor

Groups	Count	Sum	Average	Variance		
1. Gender	80	93	1.1625	0.137816		
5. Who is assessing performance	80	187	2.3375	1.568196		
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	55.225	1	55.225	64.74161	1.91181	3.900989
Within Groups	134.775	158	0.853006			
Total	190	159				

From the above table it is that the p-value 1.91181 more than hance null hypothesis is accepted, and alternate hypothesis is rejected therefore is significant difference between gender and the assessing performance.

## 5. FINDINGS, SUGGESTIONS & CONCLUSION

### Findings

- Majority of 67% Of employees are male.
- It is of the found Majority employee are 20-29 age.
- Majority of 38%, of the employee experience.
- It found Majority 52% of the 25000-50000 employee monthly income.

### Suggestions:

1. The Awareness Can Be Created Among All the Employees by Conducting training Classes and Interactive Sessions About the Performance Appraisal
2. The Organization Should Cover All Categories of Employees for Appraisal System

3. The Evaluation Factors Should Be Known to The Employees
4. They Can Have Regular Feedback from The Employees Once in A Month So That Employees Can Find Out What Was Their Potential in Doing the Work
5. All the Employees Should Be Made Aware for The Objective or The Appraisal System
6. The Organization Must Device Suitable Training Programmers for Those Individual Who Fall in The Average and Below Category.

## 6. CONCLUSION

The performance appraisal system has been professionally designed and it is monitored by HRD. The implementation is the responsibility of each and every employee along with their supervisor. There should be adequate training for the evaluator that will go a long way in answering the quality of performance appraisal. In conclusion, a performance appraisal is a very important tool used to influence employees, a formal performance review is important as it gives an opportunity to get an overall view of job performance and staff development.

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