

Performance Evaluation of Workers in a Government Undertaking Company of India

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Abstract

Humans are having unlimited potential for growth and development which is measured in an organisation under Performance appraisal System (PAS). PAS is the process of analyzing and recording information about the relative worth of an employee, that is a two way communication process. It involves an active communication between employee and supervisor about performance. PAS can be measured by a system of evaluation but since there is no unanimous system exists the companies are using any one or their own system. Their system of PAS may be older one and sometime unable to measures the performance of the employees. Hence in this paper a company CCI is selected which has given the time and information to analyse their system and an improved system made by the researchers already were also used by taking a census survey of all employees of the company. To test the hypothesis independent sample t test was used with SPSS-19 software. It was found that the company's current PA system has some hidden difficulties and the new system is able to measure the employees potential in well manner.

Keywords: Performance Appraisal System (PAS), CCI, human resource, performance measurement.

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Introduction

Performance appraisal (PA) is the process of obtaining analyzing and recording information about the relative worth of an employee. It is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development. It is a formal, structured system of measuring and evaluating an employee's job related behaviours and outcomes to discover how and why the employee's presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit. According to Jacobs et al. (1980) performance appraisal can be described as a systematic attempt to distinguish the more efficient workers from the less efficient workers and to discriminate among strength and weaknesses an individual has across many job elements. In short, performance appraisal is a measurement of how well someone performs job-relevant tasks. These measurements are normally done by the direct supervisor of the ratee and can serve different organisational purposes. Performance appraisal system is dealing as a strategic concept because it deals with organizational mission, vision & goal, under which Key result area of all the employees will be checked if employees are achieving its performance up to the mark. It is a strategic approach of increasing the effectiveness of organizations by improving the performance of the employees and by developing the capabilities of teams and individual contributors (Baron & Armstrong, 1998). Borman and Motowidlo (1993) conceptualized job performance as comprising task performance and contextual performance. A more comprehensive definition is that "Performance appraisal is a formal structure system of measuring and evaluating employee's job related behaviour and outcomes to discover how and why the employee is presently performing on the job, how employee can perform more effectively in the future so that the employee, organization and society all benefits.

It is agreed that performance evaluation is a two way communication process. It involves an active communication between employees and supervisors about performance. For this purpose feedback interviews can takes place after performance appraisals as a important parts of the evaluation process. These interviews include review of the strengths, needed improvements, as well as the overall progress of the employee. The problems under Current PAS should be discussed and afterwards the employee and the supervisor focus on the ways to improve performance.

Review of Literature

The history of word 'Performance Appraisal' has its roots in the early 20th century, which can be traced to Taylor's (1984) pioneering time and motions studies. Initially, in the US, organisation used performance appraisal as a measure to raise the morale of the workforce, the assumption being that high morale led to high productivity—a motion reinforced by Hawthorne studies in 1920s. But the introduction of performance appraisal in the 1920s and 1930s was limited mainly to managers and how to identify those amongst them who had potential for development. Systematic employee appraisal technique came

into prominence just after the end of World War I. During the War, Wattle Dill Scott succeeded in persuading the United States Army to adopt 'man-to-man' rating system for evaluating military officers. In the 1950s the potential usefulness of appraisal as tool for motivation and development was gradually recognized and the number of companies using performance appraisal programs has risen since then (Fletcher and Williams, 1992). During the 1990's the evident difficulties of assessment and appraisal as isolated activities resulted in growing shift in performance management and the need to link the requirement of business strategy to all employees (Fletcher and William, 1992).

Nemeroff et al. (1979) in their research paper on "Utilizing Feedback and Goal Setting to Increase Performance Appraisal Interviewer Skills of Managers" conducted A field experiment to compare the effectiveness of two approaches to improving the way managers handle performance appraisal interviews with their subordinates. The results showed that the feedback plus goal setting condition was superior to the feedback-only condition and to the control group on several interview effectiveness criteria.

Ivancevich (1982) in his research paper on "Subordinates' reactions to performance appraisal interviews: A test of feedback and goal-setting techniques" Compared the effectiveness of 4 appraisal interview conditions with 60 corporate research team leaders and 203 subordinates. Three training conditions (feedback, feedback plus assigned goal setting, and assigned goal setting) and a control group were randomly structured for the team leaders. Pre- and post-training evaluations of subordinates' reactions to appraisal interviews were obtained. The pre-training responses were factor analyzed, and 5 appraisal interview reaction factors emerged: Equity, Accuracy, Clarity, Motivational Impact, and Anxiety. MANOVA, t-tests and the Scheffé test indicated that some of the training interventions were superior to the control group with regard to Equity, Accuracy, and Clarity. Subordinate anxiety was higher in the 2 groups in which the leaders used assigned goal setting.

Mills, et al. (1983) in their research paper on "Motivating the Client/Employee System as a Service Production Strategy", revealed that Productivity improvement in service organizations is of major concern to managers as one way of countering escalating costs. In service organizations in which the client/customer is directly involved in the production function, improved performance can be secured by viewing the client/customer as a "partial" employee. This proposition in turn leads to the suggestion that productivity gains can be realized for services by expanding conventional motivation concepts to include the client/customer.

Scholtes (1993) in his research paper on "Total quality or performance appraisal: Choose one" revealed that many teachers of total quality, following the lead of W. Edwards Deming, suggest that TQM and performance appraisal is incompatible. Indeed, Deming lists "evaluation of performance, merit rating and annual review" as the third of his "Seven Deadly Diseases." Why can't TQM and performance appraisal co-exist? At the center of the case against performance appraisal are the fundamental values and principles of TQM. TQM requires customer-consciousness, systems-thinking, an understanding of variation, an appreciation of teamwork, a mastery of improvement methods, and an understanding of the process of personal motivation and learning. These

very requirements of TQM are subverted by performance appraisal. TQM requires us to understand, control, and improve processes for the benefit of the customer. Performance appraisal aims at controlling an individual's behavior to the satisfaction of his or her manager. The two approaches represent a fundamental choice for leaders: one or the other; not both.

Waldman (1994) in their research paper on "Designing Performance Management Systems for Total Quality Implementation", Based on recently proposed principles of total quality management (TQM), takes a system-oriented perspective with regard to the design of performance management systems in organizations. The underlying premiss of this orientation is that methods for managing individual and group performance must be compatible with continuous improvement efforts and customer-based TQM strategies.

Sinclair (1995) in his research paper on "Effective process management through performance measurement: Part II – benchmarking total quality-based performance measurement for best practice", taken a case study analysis presented in the first article allowed the generation of a preliminary model of total quality-based performance measurement systems. This second of three articles uses the data obtained from 15 case studies to develop and refine the model by the use of cross-case analysis and comparison of the findings with literature, following the approach suggested by Kathleen Eisenhardt.

Sinclair, et al (1995) in their research paper on "Effective process management through performance measurement: Part III-an integrated model of total quality-based performance measurement", introduces a model of total quality-based performance measurement. The model includes five sections: strategy development and goal deployment; process management and measurement; performance appraisal and management; break-point performance assessment and reward and recognition systems. Each section of the model is introduced, and validated by the results of a survey of the performance measurement systems in a postal survey of 115 companies.

Zairi, et al. (1995) in their research paper on "Business process re-engineering and process management: A survey of current practice and future trends in integrated management" revealed that Business process re-engineering (BPR) is the latest addition to the armoury of management techniques available. BPR purports to produce quantum improvements in performance by radically redesigning organizational processes. There is, however, some confusion as to what exactly constitutes BPR and how, if at all, BPR should be integrated with other approaches such as total quality management (TQM) and benchmarking by using a survey of 65 organizations from different industrial sectors, to examine the industry understanding and use of BPR, and its integration with other management techniques.

Yahya et al., (2002) in their research paper on "Managing human resources toward achieving knowledge management", examines the linkages between human resource management and knowledge management. Specifically, the association between four areas of human resource management (training, decision-making, performance appraisal, and compensation and reward) with the five areas of knowledge management (knowledge acquisition, knowledge documentation, knowledge transfer, knowledge creation,

knowledge application) is explored. The statistical results suggest that a knowledge organisation requires a different management approach than the non-knowledge organisation. Hence, the role of human resource management is also unique. In terms of employee development, the focus should be placed on achieving quality, creativity, leadership, and problem solving skill. The design of a compensation and reward system should be on promoting group performance, knowledge sharing, and innovative thinking. The performance appraisal must be the base of evaluation of employee's knowledge management practices, and an input for directing knowledge management efforts.

Chandra, et al., (2004) in their research paper on “Utilization of Performance Appraisal Systems in Health Care Organizations and Improvement Strategies for Supervisors”, revealed that Performance appraisal systems that are designed to objectively evaluate an employee's performance and then outline measures to be taken for improvements are essential for an organization to move ahead. These systems are often organization specific and health care organizations are no exception. However, health care managers seem to be more vocal and have often expressed dissatisfaction with the use of their company's performance appraisal system. This article is based on a case study of a health care organization's current performance appraisal techniques. This organization's current use of performance appraisals are discussed in brief, and strategies for health care organizations to improve their performance appraisal system have also been identified.

Changa (2005) in his research paper on “The influence of continuous improvement and performance factors in total quality organization” examines performance measurement techniques as the basis for the development of reward and recognition mechanisms in Total Quality Management. Two phases of fieldwork were undertaken, an in-depth case study of the effectiveness of performance measurement in promoting continuous improvement, followed by the development of a model of optimal total quality based performance measurement. Successful performance measurement systems tend to develop empirically, ensuring congruence between all elements of the measurement system, and involving all enterprise operations in the measurement process. They should form an integral part of an organizational information management strategy, progressively integrating customers and supplier systems and impacting all aspects of organizational culture.

Research Methodology

The methodology used under the study is presented as under:

Population of the study

The population of the study covers all workers and managers of public sector undertaking presently working in the public sector of South Rajasthan. For this purpose the data are collected from Universe by taking a significant sample which has similar characteristics of population.

Type of the study

This research work is in the form of exploratory study in which the researcher tried to study the existing perceptions of the workers and managers regarding the PAS concept and philosophy, PA practices and measures, expectations and realizations and possible impact of PAS etc.; without manipulating in any way the scenario as it stands presently. Thus, the study is largely empirical in approach.

Nature of the Study

Though the population of the study is finite but it is very large sized, the researcher has used census method of enquiry and this is considered appropriate since the improvement can be done with the view of all employees is better.

Collection of Data

Primary data regarding the census survey were collected from all the employees of CCI and Secondary data were collected from the directly from the company regarding their number, age and Current PAS, etc.

The Sample Company

Cement Corporation of India (CCI)

The performance appraisal system exists in CCI for both Executives and Workman. Every Workman is appointed on the basis of one year probation period and on its expiry the personnel department asks the concerned departmental heads, under which the employee under consideration is working, about his performance during that probation period. If his services are found satisfactory during this period, the services of that person are confirmed on the post in the company. Human Resources” are of vital importance and significance to an enterprise and constitute a primary segment of the total resources held. A peculiar aspect of “Human Resources” is that while these have infinite potential yet whatever is realized out of this resource is generally akin to the tip of the iceberg the remaining whole lot lying submerged untapped. Deliberate efforts have therefore, to be made to augment the gap between ‘Actual’ and ‘potential’ “Human Resources” may also be branded as “Mother Resources” through the medium of which other scarce resources viz. Machines, material, money are organized, co-ordinate, directed, and controlled. Maximum realization of the Potentialities of this “Mother Resources” is of crucial importance for the success of an enterprise. The in-house management and leadership styles the participative, collaborative and supportive climate, the motivational environment, care concern and fellow feelings for each other, the freedom and flexibility to operate within given frame-work of organizational goals and objectives productivity oriented performance yard sticks and continued management’s positive awareness for training & development effort to keep the threat of human obsolescence at bay are some of the essential inputs for tapping this resource of human assets.

Table 1 Employee Strength of CCI

Particulars	Strength
1.Post graduate engineers	2
2.Engineers with MBA	2
3.Graduate engineers	35
4.CA/CWA/SAS	7
5.MBBS	0
6.MBAs	30
7.Engineer diploma holders	69
8.Professional diploma holders	24
9.Post graduate	46
10.Graduates	138
11.ITI certificate holders	165
12.Others	388
Total	906

Table 2 The age wise and category-wise distribution of employees

Category	33-35	38-40	43-45	48-50	53-55	58& above	Total	Avg. Age
Executive Supervisors	1	-	8	33	45	48	135	53
Artisans(skilled workers)	-	-	5	14	43	67	129	55
Semi-skilled	-	-	12	40	95	109	256	52
Other supporting staff	-	-	5	33	67	63	168	54
Unskilled	-	-	3	18	45	53	119	54
	-	-	5	8	8	78	99	56
Total	1	-	38	146	303	418	906	54
Percentage	0.11	-	4.30	19.51	43.66	31.65	100	54

The total value of human assets of the company evaluated on the lines indicated above is as follows:

Table 3 Value of Human Resources of CCI

Category	Value in lakhs (Rs)	No. of employees
Executives	86,65,39	135
Supervisors	63,22,61	129
Skilled workers	84,21,47	256
Semi-skilled workers, clerical& others	41,33,75	168

Supporting staff	24,91,26	119
Unskilled workers	86,65,39	135
Total	63,22,61	129

Current Methods of Performance Appraisal in CCI

The performance appraisal system followed in CCI is one and same from decades. CCI uses Annual Confidential Report (ACR) as the method of performance appraisal. Performance appraisal in CCI is done annually. The appraisal process starts from the month of October every year. The reason of carrying appraisal system in month of October and not in April or May is due to the business activity being carried in the company. As the company deals with the crop COTTON, the process related to its buying, processing and selling starts in summer that is in April. Due to this all employees are completely engaged and have less or no time to devote for appraising self and repartees. In that case, to have clear, transparent and proper appraisals the appraisal process is carried in off season that is in October. The Confidential Report are to be written, reviewed and counter signed within 45 days for the expiry of each reporting year (i.e. October to September). To adopt discipline, in case there is in existence the concept of writing self-appraisal – in normal course Self-Appraisal part is to be submitted to the Reporting Officer within 15 days and the Reporting Officer, Reviewing Officer and Accepting Officer in turn take 10days at each level respectively to complete the journey of writing of Annual Confidential Report within the stipulated period of 45 days from 1st October. In case of staff where the concept of writing of Self-Appraisal is not in existence- the Reporting Officer submit the Annual Confidential Report within 15 days. The Reviewing Officer and the Officer in turn take 15 days at each level respectively to complete the journey of writing the Annual Confidential Report within stipulated period of 45 days from 1st October. The points system is used in ACR where the points were given on the basis of their performance.

With the findings of workers and managers perception as a result of multivariate regression analysis as a result of a classic study Verma & Chouhan (2016) developed a model for PA in a organisation. The introduction of the proposed models with factors is presented in table-4 as under:

Table 4 Performance appraisal frame work for all employee
 (1 to 5 by taking 1 as poor and 5 as best)

VARIABLE DESCRIPTIONS		Ranking
Validity of Performance Appraisal Tool		
1.	The instrument of Performance Appraisal (PA) has accurate, clear standards and measures.	
2.	I understand the measures used to evaluate my performance.	
3.	The most important parts of my job performance are reflected in my PA	
Judgement accuracy		
4.	The PA is well designed and leads to better performance and work quality.	

VARIABLE DESCRIPTIONS		Ranking
Use of correct procedure		
5.	The supervisor utilizes the evaluation system to assess my performance objectively and without bias.	
6.	Standards used to evaluate performance is clear	
Goal-Selection		
7.	The supervisor clearly expresses goals and assignments.	
8.	The goals developed for my performance period are meaningful measures	
9.	Performance goals set up for me are reasonable	
10.	It is clear that which course of action needs to be taken in order to accomplish performance goals	
11.	Goal-setting gives me a broader picture of the work unit and the organisations objectives	
Feedback & Satisfaction		
12.	The information provided during my performance feedback is sufficiently detailed & Level of involvement in evaluating is adequate.	
13.	I am satisfied with my performance feedback	
Performance-based pay system		
14.	A clear and reasonable process established for giving both evaluation and performance-based pay results.	
Participation of Workers/Employee		
15.	I would be willing to participate in developing a new performance appraisal system.	
16.	I would prefer my performance to be evaluated by an instrument developed and designed with the help of employees.	
Whole or “360-degree” appraisal		
17.	Appraising my own performance would enhance my awareness of my performance.	
18.	I would prefer my performance to be evaluated additionally by my colleagues because they have relevant performance information and insight.	
Ability of PAS is significant in		
19.	My Income Assessment	
20.	Contribution in improvement of Service	
21.	Carrier Opportunity	
22.	Linking with Pay performance	
Total (out of 22)		

Table-1 shows the first part of the modal created for measuring performance of the workers and employee's. As per the above part one can get total 110 points on five point Likert scale (from 1 to 5). Hence criteria for selection in this part may be suggested for second stage as shown in table-5:

Table 5 Percentages received by Employee on the basis of first stage of PAS

Points Received	Percentage Get
80-110	80%
60-80	70%
40-60	60%
0-40	50%

Part-II only for assessing officer

The part second of the performance appraisal system is meant for the assessing officer. The assessing officer or Ratter may be the personnel from personnel department which has trained for the PA or manager/supervisor, who are regularly in the contact of the worker and who are aware with the requirement of current job of the worker and can rate the worker for the purpose of performance appraisal. With the findings of manager's perception as a result of multivariate regression analysis the identified factors will be used in table-6 shows the criteria for the assessing officer's assessment, which is as under:

Table 6: Assessing Officers Assessment
 (1 to 5 by taking 1 as poor and 5 as best)

Variable Descriptions
1. Understanding of worker about the assigned tasks (Methodological Skill)
2. Updated knowledge of worker (Methodological Skill)
3. Flexibility in Job Performance (Personal Skills)
4. Willingness to learn from mistakes(Personal Skills)
5. Self-confident to deal with uncertainty(Personal Skills)
6. Friendly Nature With Tolerant Power (Interpersonal Skills)
7. Establishes and Maintains Contacts of Importance to the Task(Interpersonal Skills)
8. Employee takes Account of the effects of actions (Entrepreneurial Skills)
9. Attentiveness, interest and reliable in relation to customers(Entrepreneurial Skills)
10.The existing form is too complex.(Use of Good/ Improved techniques)
11.The existing form is easy to use (Use of Good/ Improved techniques)
12. It motivates for correct evaluation of employees` behaviour.(Accuracy of Technique used)
13. It provides sufficient opportunity to observe the employees (Accuracy of Technique used)
14. I can clearly set goals that are relevant for the employee's position. (Attachment of PAS with the Improvement Technique)
15. Interpersonal skills of Employees (Ability of PAS is checking of dimensions)

The dimensions of the above criteria are given under brackets. Second part of the workers assessment is based upon the assessing officer's assessment. The points which

are received by the workers will than used to get a score. The scores can be given as shown under table-7.

Table 7 Score received on the basis of assessing officer's assessment

Points Received	Points Get
60-75	100
45-60	80
30-45	60
0-30	40

On the basis of the above table 5.2 and 5.4 the percentage and the score received by an employee will be multiply to get overall score. With the help of the overall score the decision about the employee's assessment and improvement will be taken. The decision which can be taken is enlisted in table-8

Table 8 Decision can be taken on the basis Score received

Score Received	Decision can be taken
80- 110	Promotion or Increment
60-80	Training or bonus
40-60	Warning should be given to improvement or less/no bonus.
0-40	Strict warning or action can be taken or the worker should be kept under review.

Table 9 Average Scores received

Category	Current system	Proposed model	Differences
Executives	69	78	-9
Supervisors	72	79	-6
Skilled workers	72	84	-8
Semi-skilled workers, clerical& others	64	58	+6
Supporting staff	73	78	-5
Unskilled workers	65	53	+12

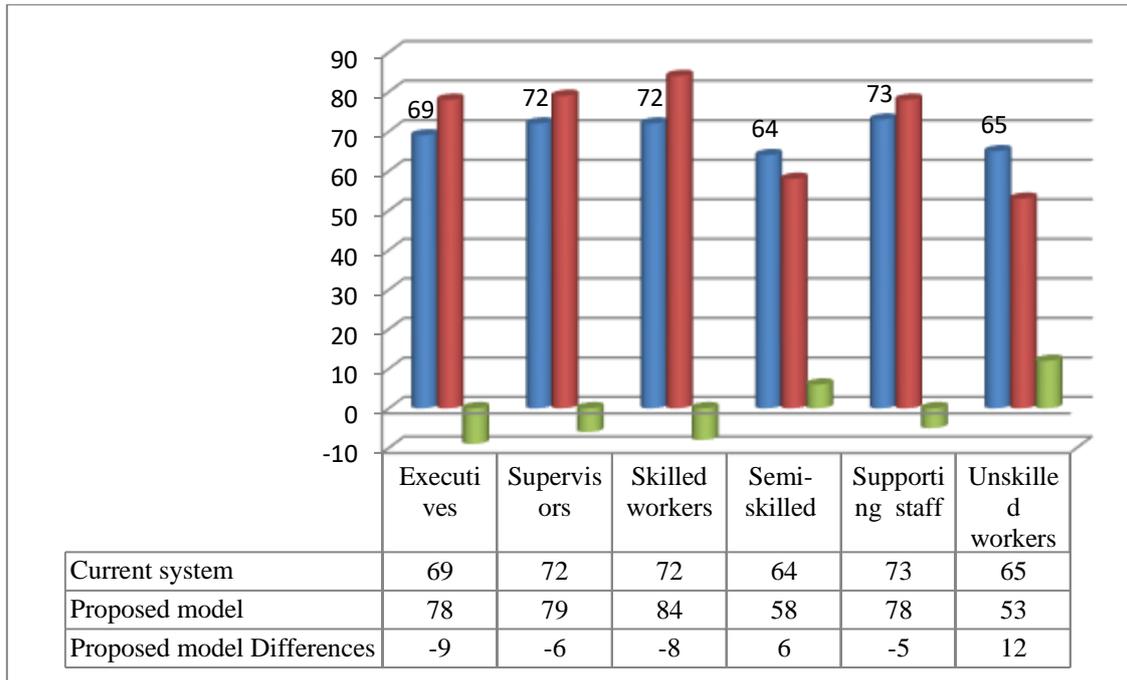


Table 10 Independent sample T Test for differences between the scores

a. Group Statistics										
		Category	N	Mean	Std. Deviation	Std. Error Mean				
Scores		Current system	906	69.16667	6.9818	0.8796				
		Proposed model	906	71.66667	5.9337	0.7791				
b. Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig.	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Scores	Equal Variance assumed	1.335	.250	25.590	905	.012	-2.5	.11830	.06844	.53693
	Equal Variance not assumed			25.760	718.266	.011	-1.98	.11751	.06999	.53537

Levene's Test for Equality of Variances has been used with assumptions that the variances for the two groups viz. current and proposed system are equal. The hypothesis of equality of variance among group is accepted ($F = 1.335, p=0.250 > .05$), hence equal variance assumed row is selected for conducting the Independent sample T-Test. The Independent sample test results at 906 degree of freedom $t_{906} = 25.590, p = 0.012 < 0.05$. Therefore, the difference between Current and proposed system is statistically significant at 5% level of significance, further the proposed system can defined the more accuracy

since it has more criteria and more clear means for the ranking. Furthermore the averages of the points are more in the proposed system which state that the proposed system can remove the shortcomings of the existing system.

Conclusion

Vasita M. L (2007) observed that there is no formal and sophisticated PAS in various industries across the globe. In any organization informal PAS is used under which senior submit the appraisal or the performance report is which is used for the purpose of Performance measurement. The reports submitted by seniors are generally linked to rewards, promotions, job-rotations, transfers and employees developments. However, this study may fulfill their need of a good PAS, with the model used by the company and the improvement in the system, the employee's efficiency and motivation can be improved which leads to organisations goal by setting of achievable targets/standards. It has proven that the proposed model presents appraisal better and mathematical way which reduces the chances of biasness. Since the problem of the study has been identified by the researcher on the basis of the existing stock of researches in the field of PAS in particular, it is expected that the study will fill up the gap to some extent. Moreover, the conclusions of the study are expected to go a long way in implementing the process of PA in a more meaningful manner. The study may be proven as a guiding star for the requirement of performance appraisal system for the future managers.

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