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A Study On Employee Performane Appraisal In Bharathi Cements Pvt, Ltd, At Kadapa

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ABSTRACT :

Employee performance appraisal is an important function of human resource management that helps organizations evaluate the efficiency, productivity, and overall contribution of their employees. It plays a key role in identifying employee strengths and weaknesses, improving work performance, and supporting career development. This study focuses on the performance appraisal system followed at Bharathi Cement Corporation Private Limited located in Kadapa, Andhra Pradesh. The main purpose of the study is to understand how the appraisal system is implemented in the organization and how it influences employee motivation, job satisfaction, and productivity. The study also aims to analyze employees' opinions regarding fairness, transparency, and effectiveness of the performance evaluation process. The research is based on both primary and secondary data collected from employees working in different departments of the organization. Primary data was gathered through structured questionnaires and direct interaction with employees, while secondary data was collected from company records, HR manuals, and relevant literature. The study examines the methods used for evaluating employee performance, the frequency of appraisals, and the feedback mechanisms provided by management. The findings suggest that an effective performance appraisal system helps in improving employee performance, identifying training needs, and enhancing organizational efficiency. The study concludes that a transparent and well-structured appraisal system is essential for maintaining employee satisfaction and achieving the long-term goals of the organization.

KEY WORDS: employee motivation, job satisfaction, and productivity, fairness, transparency, and effectiveness of the performance evaluation

INTRODUCTION :

Performance appraisal is a process of assessing, summarizing and developing the work performance of an employee. It is the systematic evaluation of the individual with respect to his or her performance in the job and his or her potential for development. It is behavior of the respondents at the work spot.. Performance appraisal is used for evaluating the performance of the respondents on their present jobs, the steps to be taken for improvement, employee suitability for different types of assignments, increments in salary, bonus, promotions, rewards etc. A structured questionnaire is provided to the respondents in order to know the appraisal practices, to analyze the awareness level and satisfaction level in the existing appraisal system. Convenience sampling technique is used for the selection of samples. Most of the respondents are aware and satisfied with the appraisal system. But some opinioned that there exists some bias in the system. So introduction of 360⁰ appraisal system is better in order to overcome the

REVIEW OF LITERATURE

Ashima Aggarwal, Gour Sundar Mitra Thakur (2022) performed a review of performance appraisal methods Ranking, Graphic Rating Scale, Critical Incident, Narrative Essays, Management By Objectives, Assessment Centers, BARS, 360 Degree, and 720 Degree are some of the performance appraisal approaches 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 organization. Organizations utilize a performance appraisal system to assess the efficacy and efficiency of their personnel. Because each individual approaches their task differently, a performance appraisal system is required.

Rafiqul (2019) According to this notion, an effective performance evaluation system is a tool for evaluating employee performance and recommending ways to increase individual and organizational efficiency. Employee performance evaluations using the AHP (analytic hierarchy process) on IS/MS personnel are the topic of this case study. AHP can be used to assess employee output in terms of quantity and quality of work, planning and organization, initiative and commitment, collaboration and cooperation, communication, and external influences. The usage of AHP in the ISMS Company has a number of benefits, including the fact that it is quick and easy to adopt due to its standardization, and it may meet subjective needs. It instantly assembles a team of decision-makers to address a specific issue.

Manish Khanna(2017) Performance appraisal is significant since it is an important part of any company's human resource strategy. Managing individual and team performance to accomplish corporate goals has a clear value. Performance appraisal is a significant instrument in the hands of personal management because it achieves the department's major goal of appraising the individual's worth, which is the major goal of the department of people development. Employees and their supervisors can collaborate to improve job results and satisfaction through the performance

management process. When both the employee and the supervisor take an active role and work together to achieve the organization's goals, this approach is most effective. The management and the employee meet once a year for an appraisal. However, various trends alternating the appraisal's style and interaction. The authors reviewed certain unstructured appraisal methodologies, classic methodologies, and new performance appraisal strategies in this paper.

Yoganandan, Saravanan and Priya (2016) A pilot study of 56 employees focused on the performance evaluation system and the organization's growth. It looked at how the present PAS aids employee career development as well as employee participation in the performance evaluation process. The current evaluation method, which uses the IBHAR software, is well received by employees. Participation of employees in the development of performance assessment goals and priorities. The value of an employee's strengths and faults is underlined during the appraisal process. The result is good, indicating that employees are always improving in order to reach the company's growth goals.

OBJECTIVES OF THE STUDY

To understand the existing performance appraisal methods followed in Bharathi Cement Ltd.

To analyze employee awareness and perception towards the performance appraisal system.

To examine the role of performance appraisal in improving employee performance and productivity.

To analyze how appraisal results are used for promotions, increments, and training decisions.

To suggest suitable measures for improving the effectiveness of the performance appraisal system.

SCOPE OF THE STUDY

The study is limited to Bharathi Cement Ltd., Kadapa.

It covers the performance appraisal system followed by the organization.

The study focuses on employees from various departments and job levels.

It examines employee perception, satisfaction, and awareness regarding the appraisal process.

The study evaluates the impact of performance appraisal on employee performance and motivation.

It includes analysis of appraisal methods used for promotions, increments, and training need

RESEARCH METHODOLOGY

The study follows a descriptive research design to examine the performance appraisal system in the organization.

- Primary data : structured questionnaires collected from employees.
- Secondary data : Books , journals,company records,and relevant reports

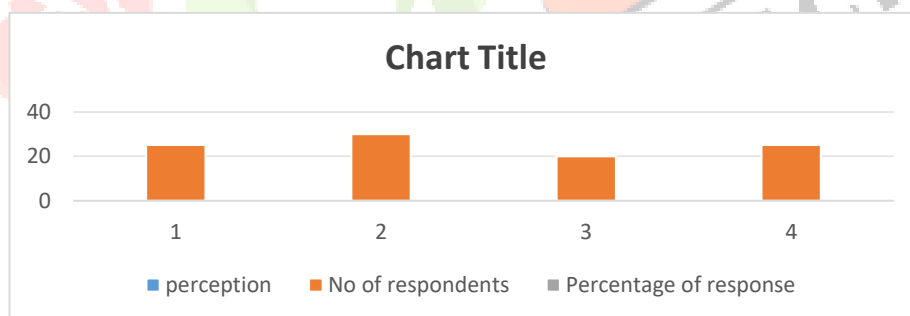
Sample Size & Techniques

- **Population:** 200 employees.
- **Sample Size:** 133 employees (male & female).
- **Sampling Method:** Simple Random Sampling

DATA ANALYSIS AND INTERPRETATION

Table No 1: Years of Service

S no	perception	No of respondents	Percentage of response
1	0-2 years	33	25%
2	3-5 years	40	30%
3	6-10 years	27	20%
4	Above 10 years	33	25%
	Total	133	100%

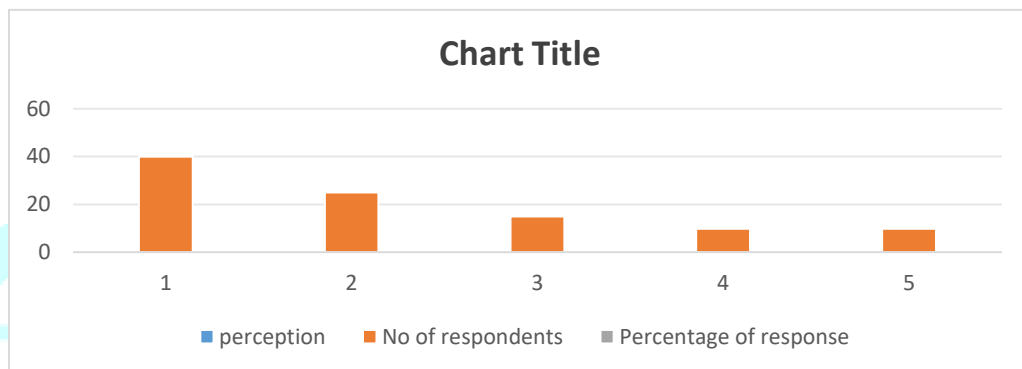


INTERPRERTION

The provided table and bar chart summarize the years of service for 100 respondents. The data indicates that the largest single group of employees, 30% (30 respondents), falls within the 3-5 years of service bracket. The other service duration categories are evenly distributed, with 0-2 years, 6-10 years, and above 10 years each accounting for 25% of the respondents (25 individuals per category).

Table No 2: The appraisal process is conducted regularly in the organization.

S no	perception	No of respondents	Percentage of response
1	Strongly agree	53	40%
2	Agree	33	25%
3	Neutral	20	15%
4	Disagree	13	10%
5	Strongly disagree	13	10%
	Total	133	100%

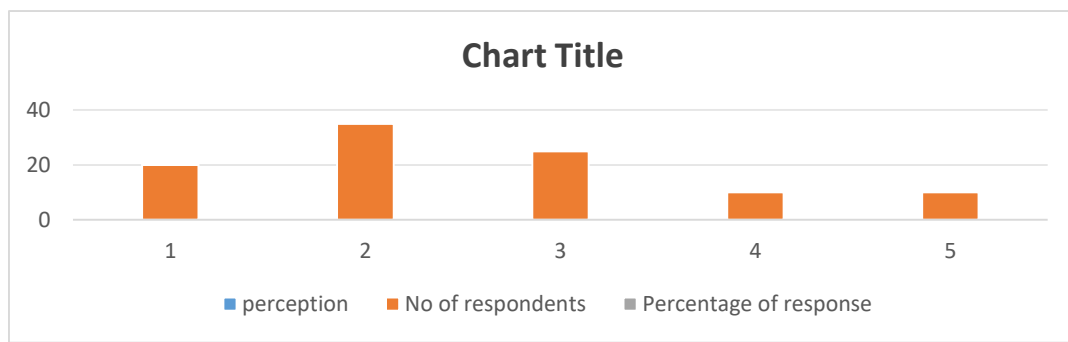


INTERPRERTION

The survey results indicate a strongly positive perception regarding the regularity of the appraisal process within the organization. A significant majority (65%) of respondents expressed agreement, with 40% strongly agreeing and 25% agreeing. In contrast, only 20% of the participants disagreed with the statement, while 15% remained neutral. Overall, these findings suggest that the vast majority of the workforce feels the organization maintains a consistent and predictable appraisal schedule.

Table No 3: The criteria used for evaluating employee performance are fair.

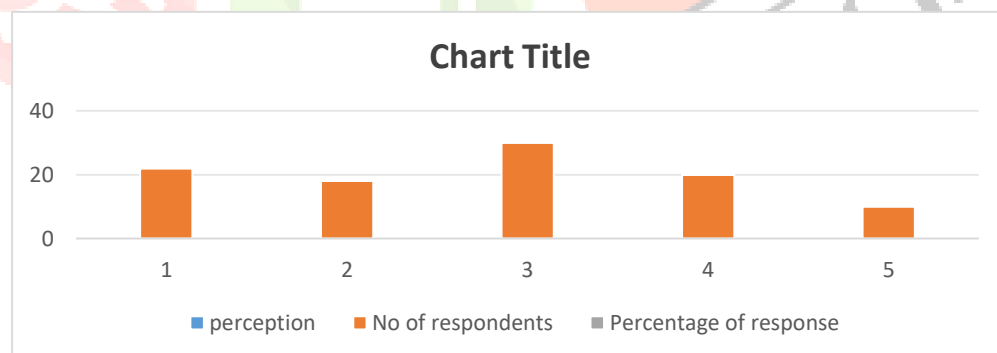
S no	perception	No of respondents	Percentage of response
1	Strongly agree	27	20%
2	Agree	47	35%
3	Neutral	33	25%
4	Disagree	13	10%
5	Strongly disagree	13	10%
	Total	133	100%



Interpretation: criteria used for evaluating employee performance are fair," the findings reveal a generally positive perception among the 100 respondents. A combined majority of 55% agree that the evaluation criteria are fair, with 35% agreeing and 20% strongly agreeing. Conversely, a minority of 20% expressed a negative sentiment, split evenly between those who disagree (10%) and strongly disagree (10%).

Table No 4:Performance appraisal improves my work efficiency.

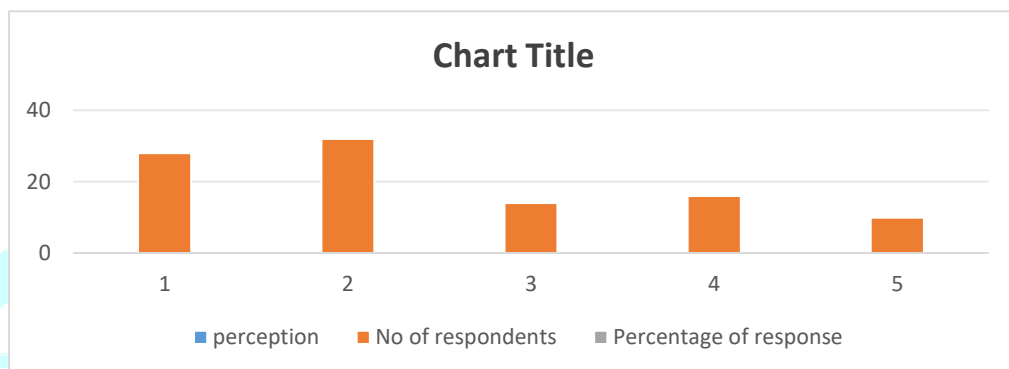
S no	perception	No of respondents	Percentage of response
1	Strongly agree	29	22%
2	Agree	24	18%
3	Neutral	40	30%
4	Disagree	26	20%
5	Strongly disagree	13	10%
	Total	133	100%



Interpretation: survey results indicate a mixed perception among the 100 respondents. While 40% of participants overall agree that performance appraisal improves their efficiency (with 22% strongly agreeing and 18% agreeing), a significant 30% remain neutral. Disagree

Table No 5 :Employees with good performance are rewarded appropriately.

S no	perception	No of respondents	Percentage of response
1	Strongly agree	51	38%
2	Agree	32	24%
3	Neutral	19	14%
4	Disagree	21	16%
5	Strongly disagree	13	10%
	Total	133	100%



INTERPRERTION:Based on the visible data, the survey on whether "Employees with good performance are rewarded appropriately" shows varied perceptions. The majority of respondents seem to agree with the statement, with 38% strongly agreeing and an additional percentage agreeing.

FINDINGS

- Majority of the respondents have said their present job is interesting.
- 100% of employees aware about the performance appraisal system carried out in the organization.
- Majority of employees are responded for annual appraisal system.
- Majority of employees says that the outcomes of appraisal are hike in salary.
- Majority of respondents says that they receive performance feedback from superior frequently.

SUGGESTIONS

The performance appraisal system should facilitate career growth & learning of employee.

Performance appraisal should be appraised by granting awards and merit certificate.

The performance appraisal should not be assessed by biased mind.

The employees are lake in communication skills so the organization can provide special Training on soft skills to the employees.

The standards of the rating should be very specific, clear & concise.

It is necessary to conduct performance appraisal twice a year for the better results.

CONCLUSION

Today, most of organization attempts to develop the outlook and performance of its employee by using multiple and complex training and educational programs. Appraisal seem to have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards.

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