



A STUDY OF PERFORMANCE APPRAISAL METHODS IN MANOJ FOUNDRY INDUSTRY

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ABSTRACT:

Performance appraisal process is the oldest method and most important practices of management. This method is followed to evaluate the personalities' and contributions and potential of employees in organization. In the performance appraisal method employees merits according to their work, initiative, capacity, personality, dependability etc. all these qualities are compared with others and ranked or rated. Manoj Foundry Industry is foundry where metal like steel, iron, cast iron and pig iron etc. is melted at particular required temperature. The melted metal will be pour into different types of design and required types of jobs, spare parts, two wheeler and four wheeler part, machinery part, utensils etc are made with this different types of metals with the help of sand black sand. There are nearly 100 employees are working together. So the researcher has selected this foundry industry to find out the various types of performance appraisal system and its importance.

Keywords:- Performance Appraisal, Employees, rating , management, Foundry Industry, Compensation, Promotion

INTRODUCTION:

Performance appraisal is the process of evaluating a manager and employees performance on the terms of job requirements of the job. It is often connected with compensation and with the development plans. It is also used as a basis of promotion policy. Appraisals may be done by one or more supervisors or by subordinates or by peers. They can also be made by two or more or by a rating committee or by special appraisers. Some time self appraisal is also done in which each employee has evaluates own performance and potential. But most common methods of appraisal are performance appraisal is done by direct superiors. Many times manager or superiors carries out periodic appraisals like annuals or semi- annuals. Sometimes special appraisals may be also done at the end probation or at the time of promotion.

OBJECTIVES OF STUDY:

1. To study the various types of Performance Appraisal methods in Manoj Foundry Industry.
2. To study the importance of Performance Appraisal methods in Manoj Foundry Industry.

RESEARCH METHODOLOGY OF THE STUDY:

The data required for the present study is collected from Primary and secondary sources. Primary data has collected by observation, taking interviews and doing personal discussion with owner and employees. Secondary data is collected from journals, manuals, periodicals, newspapers, books publications and concerned websites will be used. Published and unpublished work of research scholars will also be studied and incorporated wherever necessary.

IMPORTANCE OF PERFORMANCE APPRAISAL:

1. With the help of performance appraisal method various decisions about promotion, layoff and demotion can be taken easily.
2. Performance appraisal is done by an appraiser like superior or by manager. Superior will explain employees about their duties and nature of work. Then after the appraisal if there will be any deficiency superior will offer suggestion for their improvement.
3. With the help of Performance Appraisal method it is possible to select the best employees. Their work is evaluated on the basis of performance appraisal technique.
4. Many foundries and organization are going to pay merit pay. It means employees wages and salaries are based on performance of the employees.
5. For the promotion or shifting of transfer of employees the manager take decision on the basis of performance appraisal.
6. After the transfer or promotion employees has to undertake different jobs responsibilities. With the help of performance appraisal it is possible for manager to find our employees eligibility.
7. Demotion or lay off can be given to the poor performer. This type of decision can be taken on the basis of performance appraisal.

METHOD OR TECHNIQUES OF PERFORMANCE APPRAISAL:**A. Traditional methods**

- **Straight ranking method:-** In this method the whole employees is compared against the another whole man in a work group. The relative position of each man is tested in terms of his numerical rank.
- **Paired comparison method:-** In this method each employees compared with all other persons in pairs one at a time. In this method judgment is easier and simpler than with ordinary ranking method. The number of times each individual is compared with other is written which give rank order of the entire group.
- **Man to man comparison method:-** In this method instead of comparing a whole man to whole man personnel are compared to the key man in respect of one factors at a time it is also known as a factor comparison method.
- **Grading method:-** the rater considered feature and makes them accordingly. Certain categories are first established and carefully defined the selected features may be analytical ability, cooperativeness dependability, self expressions, job knowledge, judgment, leadership etc. they may be outstanding, B very good C, good or average, D fair, E poor and B- poor.
- **Graphic or linear rating scale:** - Employees characteristics are included for appraisal like initiative, leadership cooperatives, dependability, attitude, ability to take decision, coordination etc. on these basis rates are given to each employees.
- **Critical incident methods:-** In this methods attempt is done to measure employees performance teams of certain events or episodes that occur in the performance of rates job. These events are also known as critical incidents.
- **Group appraisal method:-** Employees are rated in this method by a an appraiser group. The superior explains to the group the nature of this subordinate' duties. The group team discusses the standard of performance for the job. The actual performance of job holder and offer suggestions for future if any.
- **Field review method:-** Appraiser has given a list of question the supervisor has to require to give his opinion about progress level of performance. Weaknesses, Good points and outstanding ability the questions are asked and answered.

B. Modern methods of Performance Appraisal

- **Appraisal by results or management by objectives:-** A recess where by superior and subordinate manager of an organization jointly identify its common goals define each individuals major areas of responsibility in terms of result expected of his and use these measures as guides for operating the unit and assessing the contributions of each of its members.
- **A assessment centre method:-** In this method any evaluators join together to judge employee performance in survival situation with the use of variety of criteria it is use to select employees for lowest supervisory position, assessment are made to of end at employees ability for promotion, assessment is done with a couple of employees and involves, paper, pencil test interviews.
- **Human assets accounting method:-** It is done to find out firms internal human organization and its external customers goodwill. If able, organization trained personnel leave a firm, the human organization is worthless if they joint it, human assets are increased if disturb and conflict prevail, the human enterprise is devaluated if teamwork and high morale revue, human organization is a very valuable assets.

ANALYSIS AND INTERPRETATION OF DATA:

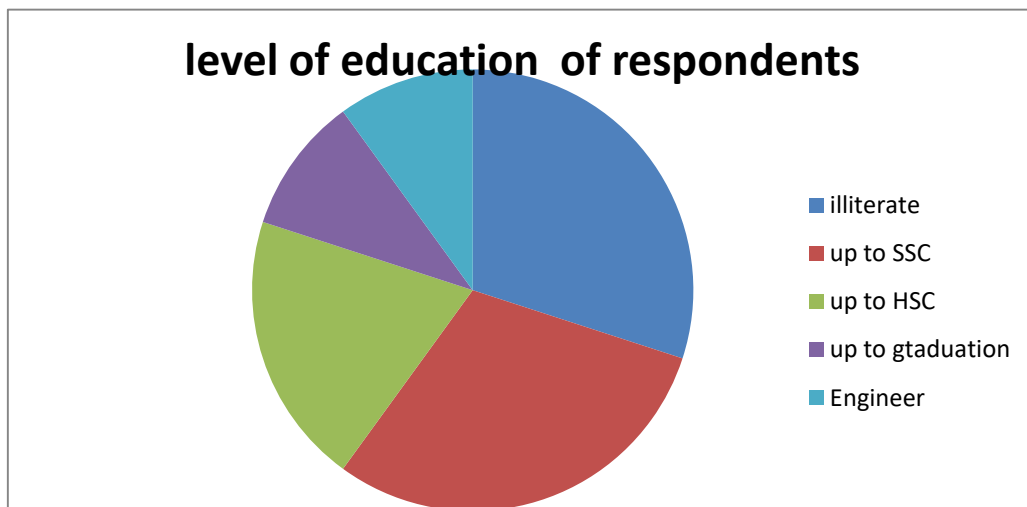
Table 1: Distribution Workers of According to Level of Education

Level of Education	No. of Respondents	Percentage (%)
Illiterate	30	30%
Up to SSC	30	30%
Up to HSC	20	20%
Up to Graduation	10	10%
Engineer	10	10%
Total	100	100%

Source: - Field Survey

The above table shows the category of workers who are more educated, less educated and who are illiterate. This can be made clearer by using following diagram.

Graph No 1: Level of Education of Respondents



Source:-By doing personal discussion with employees

The illiterate persons are 30% as well as up to SSC educated person are also 30%. Up to HSC educated person are 20%. There 10% employees are graduated and another same 10% employees are Engineer persons who have the educational and technical status.

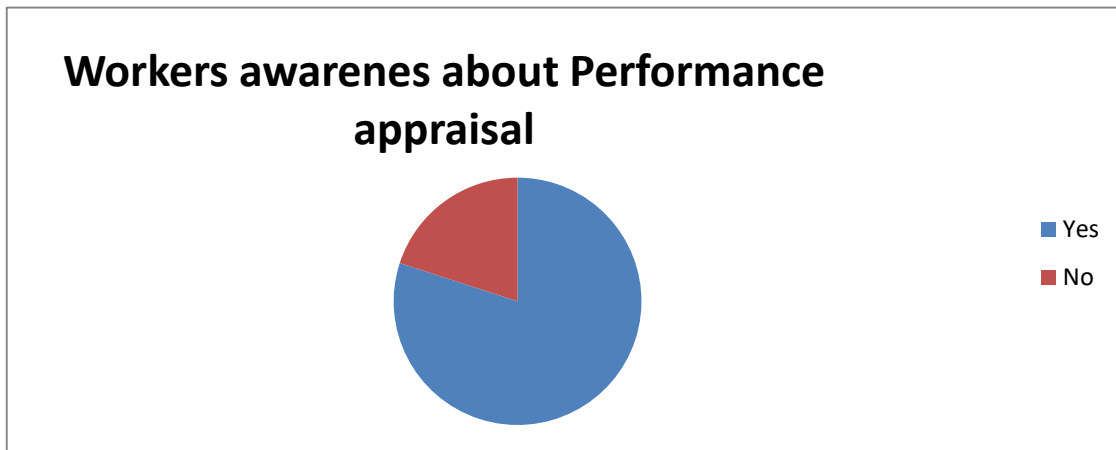
Table No. 2. Showing Workers Awareness about Performance Appraisal

Opinion about Performance App.	No. of Respondents	Percentage (%)
Yes	80	80%
No	20	20%
Total	100	100%

Source: - Field Survey

It has been found that from this survey about 80% of employees and workers are aware about the Performance Appraisal methods in Manoj Foundry Industry. It is good thing for the foundry that more no of employees are aware of these appraisal methods, so that they can improve their performance.

Graph No. 2



Source:-By Doing Personal Discussion with Employees

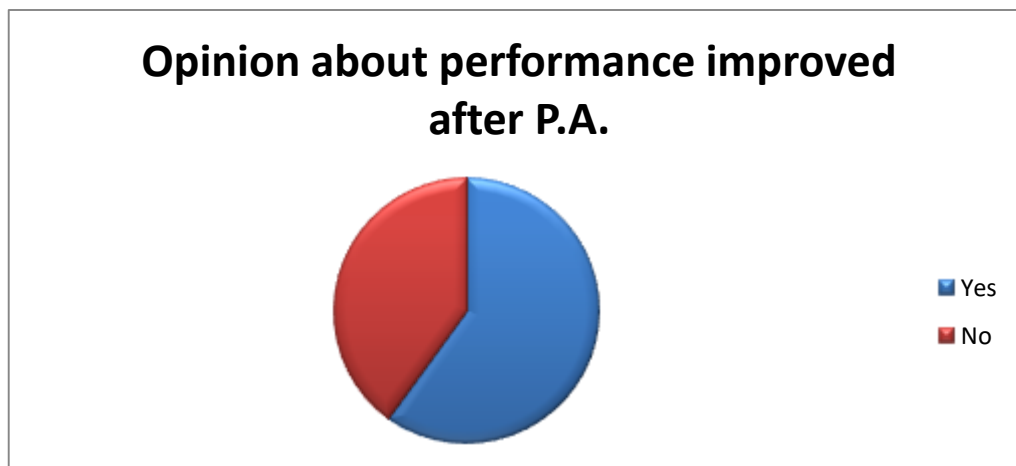
Table No 3. Showing Opinion about Performance Appraisal

Opinion of Employees	No of Respondents	Percentage (%)
Yes	60	60%
No	40	40%
Total	100	100%

Source: - Field Survey

It is observed that 60% employees from selected sample think that these working speed and performance has been improved and increased to good level because of performance appraisal system. They said that may because of fears and threats of superior we try to do this work in proper way as required by superior.

Graph No. 3



Source:-By doing personal discussion with employees

CONCLUSION:

Researcher has concluded from this research study that, owner and employees working in Manoj Foundry Industry think that Performance Appraisal is a systematic method of judgment about salary increases, transfers and demotions. They have opinion that through this Performance Appraisal procedure the superior gives guidance to the subordinate about how he is doing, they suggest some needed changes in their working method, behavior attitudes, they provide guidance to improve new skill and knowledge etc. Performance Appraisal methods helps to maintain and develops individual and group development by informing the employees about his performance standard. Employees say that there is always one kind burden on workers while working in foundry because superior may do the performance appraisal at any time and he may check his work at any time. So because of this employees will become alert and they will do no mistakes or fewer mistakes. This helps the foundry to develop their quality standard of their work.

It has been found out that Performance Appraisal system is costly and time consuming method. It requires more time to do appraisal of all performances and if there will be default then corrective action has to be take. For which more money, efforts, guidance and time is required. But from overall study it has been found that Performance Appraisal is very useful and beneficial method for the financial development of any organization. Especially foundry industry like Manoj Industry where more numbers of workers are working performance appraisal is most important Process. It helps in promotion, transfer, training, controlling, and recruiting new employees and in the development process of foundry industry.

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