

## A STUDY ON EMPLOYEES: PERFORMANCE APPRAISAL SYSTEM WITH REFERENCE TO BAJAJ ELECTRICALS LTD - VISHAKHAPATNAM – AP.

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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 resource available through individual employee under his guidance. Hence, it is always required for a manager to monitor and measure the performance of employees. Moreover, since the organization exists to achieve the goals, the degree of success that individual employees have in reaching this individual goal is important in determining organizational effectiveness. The objective is to know how effective is the execution of appraisal system in Bajaj Electricals Ltd. in Vishakhapatnam. The aim of most performance appraisal programming is to encourage the employees to set his own objective for the next time period following the review of his past performance. It enables the management to make effective decisions/ to modify earlier decisions based on the evaluation of the existing plans, information system, job analysis, and internal and external environment factors influencing employee performance. In the present study an attempt has been made to know the actual implementation of performance appraisal techniques in general and some other aspects such as awareness of the workers, effectiveness of the performance appraisal system in particular. The research methodology is a systematic way to solve the problem and it is an important component of the study without which researcher may not be able to obtain the facts and figures from the employees. In the light of the above discussion the following findings and conclusions are made. It is revealed that the executive is getting feedback on their performance through which they can review their performance. Sort out the problems and can overcome the difficulties. The management has a clear understanding about the problem that the workers are the best with moreover, they are eager to solve the problems of the workers as and when they arise. It is recommended that employees should be immediately communicated. It is recommended that the supervisor should try to analyse the strengths and weaknesses of an employee and advise him on correcting the weakness.

**Keyword:** Performance Appraisal, Organisational effectiveness.

### 1. INTRODUCTION

The process of HRD helps the employees to acquire and/or develop technical, managerial and behavioural knowledge, skills and abilities. And moulds the values, beliefs and attitudes necessary to perform present and a future role. The process of "performance appraisal" helps the employee and the management to know the level of employee's performance compared to the standard/predetermined level.

"Performance appraisal" is essential to understand and improve the employee's performance through HRD. In fact, performance appraisal is the basis for HRD. It was viewed that performance appraisal was useful to decide upon employee promotion/transfer, salary determination and the like.

But the recent development in the Human Resource Management indicates that performance appraisal is the basis for employee development.

Human Resource Management is primarily concerned with the people's dimension in the organization. It is a crucial sub-system process of management. The success or failure of an organization not only depends on material, machines and equipment but also on the personnel who are put in the best efforts for an efficient performance at job.

**Introduction to Bajaj Electricals Ltd.:** Bajaj Electricals Limited is engaged in engineering and projects; power distribution, illumination and consumer durables businesses. The Company's business segments consist of Lighting; Consumer Durables; Engineering & Projects, and Others. The Lighting segment includes lamps, tubes and luminaires. The Consumer Durables segment includes appliances and fans. The Engineering & Projects segment includes transmission line towers, telecommunications towers, high mast, poles and special projects. Bajaj Electricals (BEL) incorporated in 1938 is engaged in business appliances, fans, lighting, luminaires and engineering and projects. BEL is

a part of the Rs. 20000 crore Bajaj Group. In India company has 19 branch offices spread across in Ahmedabad, Bangalore, Bhubaneswar, Chandigarh, Chennai, Cochin, Delhi, Guwahati, Hyderabad, Indore, Jaipur, Kolkata, Lucknow, Mumbai, Nagpur, Noida, Patna, Pune and Raipur. Company's depots are located at Daman, Dehradun, Faridabad, Goa, Parwanoo, Ranchi and Zirakhpur.

In India, Bajaj Electricals has network of 600 distributors, 3000 authorised dealers, over 2,50,000 retail outlets and over 230 service franchises.

Company also operates 2.8 MW Wind Farm situated at Village Vankusawade in Maharashtra.

**Scope of the study:** The present study is an attempt to get acquainted with the theoretical concept, methods and procedures of the performance appraisal system and to understand their practical applications and problems encountered in implementing these systems in a real organization situation. This study is aimed at analysing the current trends in performance appraisal system and their influence on implementation of an appropriate system to suit to the needs of an organization.

**Need of the study:** The study focuses on the performance appraisal process and the perception of different employees, which enhances for the development of the individual improvement and also organization.

The main need of the study is to gain the practical knowledge in the subject.

To study the better performance and to overcome the weakness with best of our knowledge and ability.

Performance Management System has attracted the attention of many organizations in the near future its importance will still grow as it will become more integrated with the process like talent management, career management, pay based on performance development and talent management.

The significance of Performance Management System has grown in recent times because most of the organizations are giving a lot of importance to employee development and Talent management.

**Objectives of the study:** To understand the Performance Appraisal System practiced in Bajaj Electronics

To know the employee's awareness & level of satisfaction about the Performance Appraisal practiced in the organization.

To identify the factors inducing to increase the performance of an employee

To know the factors necessary for appraising the employees.

To provide suggestions to the management in improving Performance Appraisal System.

## 2. METHODOLOGY OF THE STUDY:

The information has been presented using the primary as well as secondary data obtained through various sources.

- The Primary Source.
- The Secondary Source.

### PRIMARY SOURCE

The primary data are those, which are, collected a fresh and for first time and this happen to be original in character. It is obtained through observation or through direct communication with managers.

#### Questionnaire

A well-constructed questionnaire was developed from employees and Departmental Heads of Bajaj electronical Limited; Unit: Vishakhapatnam for extracting information. Questionnaire was framed with 16 questions and the collected data was analyzed and tabulated.

### SECONDARY SOURCE

The secondary data means the data is already available i.e., they refer to data, which has already been collected and analysed by someone else. It includes periodicals, magazines, newspapers, company newsletter, reports, brochures etc. and through libraries and previous project for guidance.

## 3. RESULTS AND FINDINGS

### Age of the Respondents

Table No -1

Opinion	No of respondents	Percentage (%)
Less than 25	7	14.0
25-35	29	58.0
35-45	12	24.0

45-55	1	2.0
Greater than 55	1	2.0
Total	50	100.0

**SOURCE:** Compiled from Bajaj Electrical ltd.

Therefore, it can be described as your company with as many as 58% employees are in the age group of 25-35 years and 24% 35-45 years of age group.

#### Gender

Table No - 2

Opinion	No of respondents	Percentage (%)
MALE	37	74.0
FEMALE	13	26.0
Total	50	100.0

**SOURCE:** Compiled from Bajaj Electrical ltd.

From the above table, it is inferred that 74% of the respondents are male and 26% of the respondents are female.

#### Experience

Table No – 3

Opinion	No of respondents	Percentage (%)
LESS THAN 2	13	26.0
2-4	21	42.0
4-6	7	14.0
GREATER THAN 6	9	18.0
Total	50	100.0

**SOURCE:** Compiled from Bajaj Electrical ltd.

This data indicates that employees are quite young with less experience and they need to be trained systematically to engage them to realize their full potential.

#### Educational Qualification

Table No - 4

Opinion	No of respondents	Percentage (%)
Illiterate	1	2.0
Secondary	3	6.0
Diploma	8	16.0
Graduate	35	70.0
Post Graduate	3	6.0
Total	50	100.0

**SOURCE:** Compiled from Bajaj Electrical ltd.

It is a welcome feature of any company to have as many as 76% of employees are graduate or post graduate.

#### Awareness of Performance Appraisal

Table No - 5

Opinion	No of respondents	Percentage (%)
Yes	50	100.0

**SOURCE:** Compiled from Bajaj Electrical ltd.

From the above table it is found that 100%of the employees are having awareness about the grading provided in the performance appraisal system.

### Transparency in Performance Appraisal System

Table No – 6

Opinion	No of respondents	Percentage (%)
Transparency exists	1	2.0
confidential system	48	96.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**SOURCE:** Compiled from Bajaj Electrical ltd.

From the table it is found that only 2% of employees are followed with open-system and for 96% of employee's confidential system is followed.

### Feedback Effectiveness

Table No - 7

Opinion	No of respondents	Percentage (%)
Helps in Knowing One's Own Potential	41	82.0
Sense of Recognition	9	18.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**SOURCE:** Compiled from Bajaj Electrical ltd.

82% of the respondents belong to effectiveness of helps in knowing one's own potential.

18% of the respondents belong to effectiveness of Sense of Recognition.

### Factors Inducing to Increase Performance

Table No - 8

Opinion	No of respondents	Percentage (%)
Commitment of work	1	2.0
Discipline	10	20.0
Job knowledge	8	16.0
Relation with superior and subordinates	10	20.0
Decision making	14	28.0
Leadership qualities	6	12.0
Communication skills	1	2.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**SOURCE:** Compiled from Bajaj Electrical ltd.

20% of the respondents belong to the factor of Discipline

20% of the respondents belong to the factor of Relation with superior and Subordinates, 28% of the respondents belong to the factor of Decision Making.

### Performance Appraisal - Self Development

Table No - 9

Opinion	No of respondents	Percentage (%)
Yes	50	100.0

**SOURCE:** Compiled from Bajaj Electrical ltd.

The above table shows that 100% of the respondents felt that PA system has facilitated to increase their self-development.

## Satisfaction of Performance Appraisal

Table No – 10

Opinion	No of respondents	Percentage (%)
Satisfied	42	84.0
Moderate	8	16.0
Total	50	100.0

**SOURCE: Compiled from Bajaj Electrical Ltd.**

From the above table it is inferred that 84% of employees are satisfied with the following system, and 16% of them are moderate and none of the employees are dissatisfied with the following system.

## 4. FINDINGS

- Most of the respondents belong to the age of 25-35 years, majority of the respondents are male, and most of the respondents are having experience of 2-4 years.
- 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, 96% of employees follow confidential system. Most of the respondent's opinion was fair, and 80% of the respondents are satisfied towards performance appraisal system.
- Majority of the respondents are having additional job satisfaction towards performance appraisal. The performance appraisal period is 90% towards the opinion of the respondents. Most of the employees induce the factors of decision making. All the employees are accepting that, there is increase in self-development. All the employees are given feedback and training.
- There is no association between present performance level and kind of programme.
- The opinion of the respondents regarding level of additional job satisfaction and satisfaction of performance appraisal system are positively correlated.
- The opinion of the respondents regarding the factors for appraising the employees they rank Discipline, Job Knowledge, Decision Making as first rank followed with Attendance and last as Communication Skills.

## 5. CONCLUSION

This study helps to understand the performance appraisal system practiced in the Bajaj Electronics. Majority of the employees are benefited by this system and the procedure followed and they are enjoying the various benefits from this system.

Performance Appraisal System helps is employees career growth it supports them to take their consideration to the management and to get more benefits and also for their more effective performance.

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