

A STUDY ON EMPLOYEE ATTITUDE TOWARDS PERFORMANCE APPRAISAL WITH REFERENCE TO NORRIS PAINTS

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ABSTRACT

Performance appraisal (PA) or performance evaluation is a systematic and periodic process that assesses an employee's job performance and productivity, in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, attitude, potential for future improvement, strengths, and weaknesses. The research design used for the study was descriptive research design. The data was collected by using questionnaires. The population size was 650 and sample size taken for the study was 100. The type of sampling technique used for the study was stratified simple random sampling. The statistical tools used in this study are chi-square test, anova, Karl Pearson's coefficient, percentage analysis. The company can conduct proper appraisal system to encourage and motivate employee to improve productivity. This study addresses the differences in employees with regard to perceptions of performance appraisal system. Results indicate that employees are very happy with their current 360 degree appraisal system and there is no significant difference in employee perception of performance appraisal system based on different variables like gender, salary, attitude, experience and team work.

INTRODUCTION

Performance appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. Often the term is confused with effort, but performance is always measured in terms of results and not efforts.

Appraising the performance of individuals, groups and organizations is a common practice of all societies. While in some instances these appraisal processes are structured and formally sanctioned, in other instances they are an informal and integral part of daily activities.

Thus, teachers evaluate the performance of students, bankers evaluate the performance of creditors, parents evaluate the behavior of their children, and all of us, consciously or unconsciously evaluate our "own actions from time to time. In social interactions, performance is conducted in a systematic and planned manner to achieve widespread popularity in recent years. Performance appraisal is not job evaluation.

Performance appraisal refers to how well someone is doing the assigned job. Job evaluation determines how much a job is worth to the organization and, therefore, what range of pay should be assigned to the job.

IMPORTANCE AND PURPOSE

Performance Appraisal has been considered as the most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases.

Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. Accurate information plays a vital role in the organization as a whole. They help in finding out the weaknesses in the primary areas.

Effective employee appraisal provides an opportunity to give feedback as well as receive it. The employee receives important information as to what areas of the job she is performing well and those that need improvement, so she knows exactly where she stands. The reviewer can also receive feedback from the employee that can help her make improvements in the work environment. The reviewer may also uncover issues that could be impeding employees from performing their best, and she can take corrective measures if necessary.

INDUSTRY PROFILE

The Indian paint market is expected to reach Rs 709 bn by 2019-20 from around Rs 403 bn in 2014-15. The per capita paint consumption in India which is a little over 4 kgs is still very low as compared to the developed western nations. Therefore, as the country develops and modernizes, the per capita paint consumption is bound to increase.

The unorganized sector controls around 35% of the paint market, with the organized sector accounting for the balance. In the unorganized segment, there are about 2,000 units having small and medium sized paint manufacturing plants. Top organized players include Asian Paints, Kansai Nerolac, Berger Paints and ICI.

Three main segments of the industrial sector include automotive coatings, powder coatings and protective coatings. Kansai Nerolac is the market leader in this segment. User industries for industrial paints include automobiles engineering and consumer durables. The industrial paints segment is far more technology intensive than the decorative segment.

COMPANY PROFILE:

Norriss paints private limited is a private incorporated on 21 march 2005. It is classified as non government company and is registered at registrar of companies, chennai. Its authorized share capital is Rs.1000,000 and its paid up capital is Rs.100,000.

It is involved in manufacture of paints and other chemical product. Norriss paints private limited's annual general meeting (AGM) was last held on N/A and as per records from ministry of corporate affairs (MCA), its balance sheet was last filled on N/A.

Director of Norriss paints private limited are Francis Savariraj Arulanadam and Muthuwilliams Pakkrisamy.

PRODUCT AND SERVICES

Technologically innovative products are the company's hallmark. Kansai Norriss Paint offers differentiated products with a focus on being eco-friendly and healthy. Decorative Paints Interior wall paints, Exterior wall paints, Wood surface paints and Metals surface paints. Performance Coatings Performance Coating are available for wide range of products. For household appliances and metal fittings in factories, there is a comprehensive range of

general industrial coating systems like P.T. chemicals, Primers and lacquers, Coil Coat, Heat Resistant Paints & Metal Decoration Coatings. Powder Coating is now increasing in popularity because of its high quality, resistance to corrosion, the apparent ease of application and the environmental friendliness of the technology.

VISION:

To leave a distinct touch everywhere through our products

MISSION:

To maintain distinct relations with our clients and work with them in a team spirit in order to fulfill their perception. Through providing them with high Quality products by using up to date scientific methods and techniques.

QUALITY POLICY

We at Berger Paints are committed to provide full satisfaction to our customers with respect to Quality, Reliability and Delivery and attain Quality Leadership for all products that are offered by us.

NEED FOR THE STUDY

The aim of the study was to know the employee attitude towards performance appraisal at **NORRISS PAINT PRIVATE LIMITED**. The study helps to indicate the level of desired performance level, level of actual performance and the gap between these two.

This gap should be bridged through human resources development techniques like training executive development etc. This study helps to get a complete picture of the performance appraisal system of the company.

It is also useful for the organization to view their present practices and helps them to make the required changes for the future to improve the performance appraisal system which was quite essential for the better performance of the employees.

OBJECTIVES OF THE STUDY**Primary Objective:**

- ❖ To study about the employees attitude towards performance appraisal with reference to **Norriss Paints pvt ltd.**

Secondary Objectives:

- ❖ To know the satisfaction level of the employees towards performance appraisal.
- ❖ To identify the increments in salary given to the employees after performance appraisal.
- ❖ To identify the training and counselling given to the employees after performance appraisal system.
- ❖ To identify and analyze the improvement in teamwork and efficiency of the employees after performance appraisal.

SCOPE OF THE STUDY

This study emphasis the scope to identify the important of performance appraisal with reference to **NORRISS PAINT PRIVATE LIMITED**. The research method conducted as descriptive research design, with the primary data collection through questionnaire. The findings of the research are highly important for the organization to design performance appraisal system in an efficient manner.

Hence this study helps to understand the attitude of the people towards the performance appraisal and understand the impact of the performance appraisal on the employee in the organization. This can also help the organization to incorporate or redesign the current appraisal system for better outputs of the employees.

LITERATURE REVIEW

Maimona Jabeen Appraisal is very significant tool inside the man supremacy management, stipulation it is conduct properly along with reasonably, it can carry out the organization to their ambition and the employees determination accomplish their wellbeing.

Within this manuscript I study the sound possessions of concert assessment consequences taking place the staff enthusiasm. "The aptitude to craft superior verdict Vis-à-vis populace corresponds to solitary of the preceding steadfast foundation of workforce assessment,

Abdelhadi, Naji ; Jamal, Ben Mansour & André Leclerc The purpose of performance appraisal (PA) is to improve the contribution of employees into the achievement of organizational objectives. However, appraisers and appraises do not respond favorably to a performance appraisal system unless they find it equitable. In practice, the PA has not always helped achieving the desired results. The employee's perception of the PA plays a determinant role in the success of the PA system as they are willing to voluntarily engage in the pursuit of performance.

Rabia Karimi Muhamad, Imran Malik & Dr. Saddam Hussain, The current study aims to examine the relationship of employee performance appraisal system (PER) and employee satisfaction (SAT) in a sample of 101 employees working at one of the international non for profit organization. The data was collected by convenient sampling and snow ball sampling techniques with the help of adopted questionnaires. The reliability of the instruments used is reaffirmed which is accordance with the required standards.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

Research Design

Research Design is defined as the, arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure

Sample size

It refers to the number of elements of the population is to be sampled. Total sample size for this research study is 100

Sources of data collection

- Primary data
- Secondary data

Statistical tools used

- Percentage analysis
- Chi-square Test
- Correlation Analysis
- ANOVA

LIMITATIONS OF THE STUDY

- ❖ Duration of project is time constraining.
- ❖ As the employees were busy with their own duty, they could spend only little time for answering the questionnaires.
- ❖ The perception bias or attitude of the respondents may also act as hurdles to the study.
- ❖ Sensitive company information cannot be displayed in the project report.

CORRELATION ANALYSIS**Null Hypothesis:**

There is no relationship between performance appraisal aiming at improving personal skills and performance appraisal aiming at identifying training needs.

Alternative Hypothesis:

There exist relationship between performance appraisal aiming at improving personal skills and performance appraisal aiming at identifying training needs.

| Correlations | | | |
|--|---------------------|--|--|
| | | performance appraisal helpful for improving personal skill | performance appraisal help you in identifying training needs |
| performance appraisal helpful for improving personal skill | Pearson Correlation | 1 | .818** |
| | Sig. (2-tailed) | | .000 |
| | N | 100 | 100 |
| performance appraisal help you in identifying training needs | Pearson Correlation | .818** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 100 | 100 |

** . Correlation is significant at the 0.01 level (2-tailed).

Result:

At 1% level of significance the correlated value is greater than zero. Therefore H_0 is rejected.

ONE-WAY ANOVA ANALYSIS**Null Hypothesis:**

There is no difference between year of service of respondents and fixing salary through performance appraisal.

Alternative Hypothesis:

There is significant difference between year of service of respondents and fixing salary through performance appraisal.

| ANOVA | | | | | |
|-----------------|----------------|----|-------------|--------|------|
| year of service | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 42.549 | 3 | 14.183 | 62.773 | .000 |
| Within Groups | 21.691 | 96 | .226 | | |
| Total | 64.240 | 99 | | | |

Result:

The difference between the two variables of the significant value must be less than 0.05. Therefore H_0 is accepted.

CHI-SQUARE ANALYSIS**Null Hypothesis:**

There is no association between the increment in the salary after appraisal and improvement in the standard of living.

Alternative Hypothesis:

There is an association between the increment in the salary after appraisal and improvement in the standard of living.

| Test Statistics | | |
|-----------------|--|---|
| | Increment in your salary after performance appraisal | performance appraisal helps to improve standard of living |
| Chi-square | 43.760 ^a | 40.220 ^a |
| df | 2 | 2 |
| Asymp. Sig. | .000 | .000 |

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

Result:

For an association the difference between the two variables the significant value must be less than 0.05. Therefore H_0 is accepted

SUGGESTIONS

Based on the data collected through the questionnaire and interactions with the officers of **Norriss paint private limited** the following suggestions are made for consideration:

- ❖ Use the appraisal documents as a discussions starter.
- ❖ Incentives and other benefits can be provided to employees for making performance more effective.
- ❖ Provide proper employee feedback and involve two-way communication in the organization to provide atmosphere where all encourage to share one another's work burden after appraisal.
- ❖ Positive changes should be in the attitude and perception of employees and management towards performance process.

CONCLUSION

Performance appraisal is rival process in the current scenario of management. I started my research work in the particular area of the organization. I have been successful in completing this project work considering almost all the factors that found to be relevant to my topic. The research has come out with some valuable suggestion, which should be adopted in the —NORRISS PAINTS PVT LTD. When these suggestion are taken into consideration.

The incentives and other benefits in administration is very useful for the employee and employer and also for the management and it is useful for evaluation the job performance appraisal and it's create positive attitude and loyalty among the employee.

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