



Cover Page



## A STUDY OF PERFORMANCE APPRAISAL WITH SPECIAL REFERENCE TO SANGRAM METAL WORKS, KHARADI, PUNE

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### ABSTRACT

Sangram Metal Works has a tradition of Service Company located in Kharadi estate Pune. Hence company wants to retain the competent workforce. So, organization has adopted the performance appraisal to evaluate the behaviour of employee in the work spot. Performance appraisal is one of the fundamental activities of human resource management. Performance appraisal facilitates various functions such as training, development, promotion, wage and salary administration, performance appraisal is a mean of evaluating the organization human resource qualitatively and quantitatively in regard to aspect of job performance. It does not include efforts but is always measured in terms of result. Albeit organization its employee, its contribution to the organization's. Overall performance decides how effective the performance appraisal system works.

**Keywords:** Performance Appraisal, Behaviour, Organisation, Effects.

### INTRODUCTION

According to Leon C Maginon, the human resource is termed as "the total knowledge, skill, creative abilities, talents and aptitudes of an organization's workforce as well as the value, attitudes and beliefs of the individuals involved." This term indicates that only workforce but their component also affects the attainment of organizational goals. An organization's goals can be achieved only when people put in their best efforts. To ascertain an employee as show his or his best effort on a given job, the performance appraisal method is more effectively used. Employee assessment is one of the fundamental jobs HRM. Performance refers to the degree of accomplishment of the tasks that make up an individual's job. After the employee selection, training and development, and motivation the performance of employee is appraised by management. Performance appraisal is the step where the management finds out how effective it has been at hiring and placing employees. If any problems are identified, steps are taken to communicate with the employee and remedy them. Performance appraisal facilitates the various human resource functions such as promotion, wages and salary administration, training and development, aid to personnel research, self-evaluation, creating healthy competition, etc.

### OBJECTIVES OF THE STUDY

For this project following objectives have been set-

1. To study the existing performance appraisal system of the organization.
2. To study the problem faced by the appraisal and appraiser of the organization.
3. To suggest the appropriate performance appraisal method.

### INFORMATION OF THE ORGANIZATION:

#### Product Range

Hinges & Nail are manufactured on automatic imported cold heading equipment under the strict supervision of trained personnel. The current manufacturing range of hinges & nails is listed below

#### Material

Low Carbon Steel, Medium Carbon Steel, Alloy Steel, Brass, Copper & Aluminium.

#### Standards

Indian, British, American,

#### Surface Finishes

Gun Barrel Finish (Heat Treated & Oiled), Zinc Phosphating, Zinc Plating with White, Yellow & Green Passivation, Cobalt Zinc Plating, Blackodising, etc.



Cover Page



For Steel & Iron wire requirements beyond our range, we serve in sourcing your needs from other reputed manufacturers in India wherein the onus of quality and delivery is on us. We have a qualified team working on outsourced iron wire & steel, enabling us to offer an extremely wide range of hinges & nail thereby providing the advantage of being a single source point for Steel & Iron requirements from India.

### Quality Assurance

**Quality Plan:** Our Quality Plan details specifications and acceptance criteria encompassing the entire process flow from raw material checks to inspection at in process stages and lastly, final inspection of bolts after acceptance of which test certificate / inspection reports accompany every dispatch. Our comprehensive Quality Plan has contributed to the accreditation of ISO 9002 Quality systems certified by Bureau Veritas Quality International (B.V.Q.I) Hinges & Nail dimensions are checked with precision Vernier Callipers and Micrometers. Pitch Dia is checked with solid thread ring gauges "GO" and "NO GO" with 6g and 6h Class and with pitch micrometer. Hardness is checked with Rockwell Hardness Testing Machines and Torque by Torque meter.

### Quality Policy

We, at Sangram Metal Works, are committed to manufacture Industrial Steel & Iron per agreed standards to the total satisfaction of our national and international customers.

### We shall ensure this through

- Delivering products and services of the right specification at the right time and at the right price.
- Continuous improvement in all areas of operation.
- Continuous endeavours to develop new products and markets.
- Phased efforts to upgrade our manufacturing facilities to achieve improved quality.
- Development of human resources through provision of skills and training to our employees & promotion of open communication.

## THEORETICAL BACKGROUND

### Meaning and Definition

Performance appraisal is method of evaluating behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of job Performance of a job in terms of its requirements.

**Definition:** - Heyel observes "it is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.

### Features of Performance Appraisal

- 1) Performance appraisal is the systematic of an employee's job relevant strengths and weaknesses.
- 2) The basic purpose is to find out how well the employee is performing the job and establish a plan of improvement.
- 3) Appraisals are arranged periodically according to a definite plan.
- 4) 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.
- 5) Performance appraisal is a continuous process in every large-scale organization

### Purpose of Performance Appraisal

Performance appraisal has been considered as a most significant and indispensable tool for an organization for the information it provides is highly useful in making decisions regarding various personal aspect. Such as promotions and merit increases.

Performance appraisal aims at attaining the different purpose, those are-

- 1) To create and maintain a satisfactory level of performance.
- 2) To contribute to the employee growth and development through training, self and management development programs.
- 3) To help the superiors to have a proper understanding about their subordinates.
- 4) To guide the job changes with the help to continuous ranking.



Cover Page



- 5) To facilitate fair and equitable compensation based on performance.
- 6) To facilitate for testing and validating selection tests, interview techniques through comparing their scores with performance appraisal ranks.
- 7) To provide information for making decisions regarding lay off, retrenchment etc.
- 8) To ensure organizational effectiveness through correcting employee for standard and improved performance and suggesting the change in employee behaviour.

## RESEARCH METHODOLOGY

### Research Design Type

The Research design type of the project report is descriptive in nature.

- **Population**

The Population of the Company is 120 employees and workers.

- **Sample Size**

The Sample Size selected for the project report is 40.

- **Sample Selection Method**

The sample selection method which has been used in this project report is Simple random Sampling

### Data Collection Methods

For the purpose of the study both primary and secondary sources of Data collection are used.

#### Primary Data

The data which is obtained by the researcher himself/ herself is known as the primary data. This type of data is mainly collected in the form of Questionnaire method. The normal procedure for collecting the primary data is through questionnaire and interview of persons individually or in a group to get a sense of how people feel about the topic in questions and then develop a formal research instrument and carry it into the field. The No of questions in the questionnaire are 20 to get the essential information & respondents who gives the information are 40. It has following advantages.

1. Time saving
2. Reduce detailed enquiry
3. Produced more reliable results
4. Efforts saving
5. Ensure detailed enquiry

#### Secondary Data

The data which exists already or the data which is available with researcher is called as secondary data. The secondary data collected for another purpose and already exists somewhere. Research usually starts with the secondary data to see where the problem can be partially or totally solved. Secondary data provide a starting point if the research and offer the advantages of low cost and ready availability can be collected from the newspaper, pamphlets, websites, books

## DATA ANALYSIS AND INTERPRETATION

### 1. In your opinion performance appraisal system of your organization is related to which of the following?

Sr. No.	Opinion	No. of respondents	Percentage
1	Evaluation of employees	00	00
2	Promotion of employees	15	37.5%
3	Job satisfaction of employees	10	25%

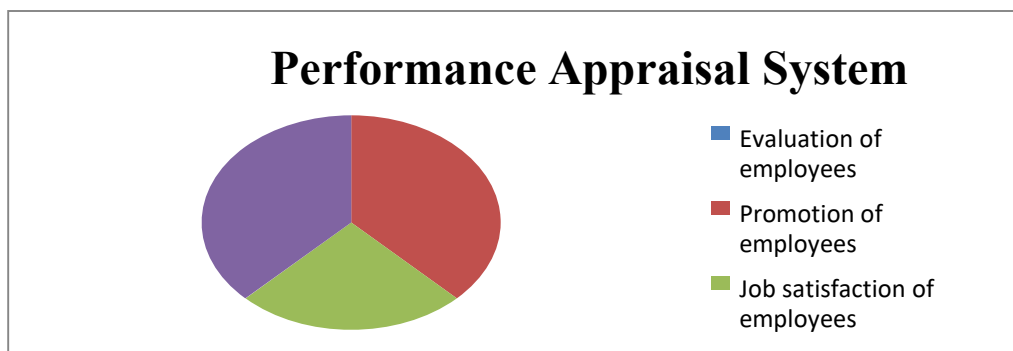


Cover Page



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4	Motivation	15	37.5%
5	Total	40	100%

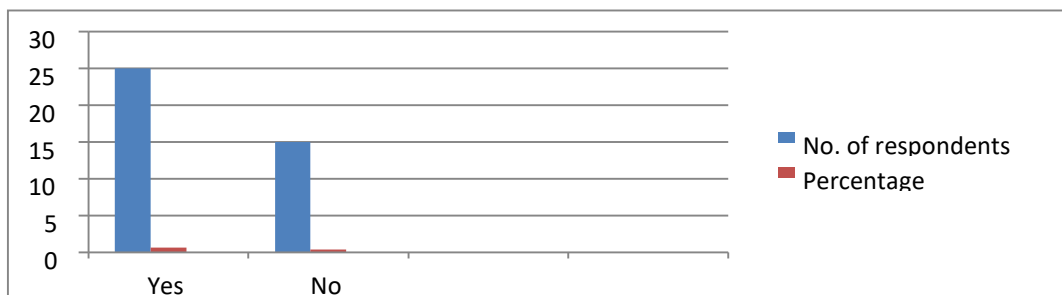


From the above table and graph, it is observed that about 37.5% of employee respondents stated Performance Appraisal system of their organization is related to Promotion of employees, 25% said it is related to Job Satisfaction of employees and 37.5% of them said it is related to the motivations in organization.

Therefore, it is concluded that most of the employees stated that Performance Appraisal system of their organization.

**2. Do you think that performance appraisal helps to provide an atmosphere where all are encouraged to share one another burden?**

Sr. No.	Opinion	No. of respondents	Percentage
1	Yes	25	62.5%
2	No	15	37.5%
3	Total	40	100%



From the above table and graph, it is observed that about 62.5% of employee respondents stated that yes, they think Performance Appraisal helps to provide an atmosphere where all are encouraged to share one another burden and about 37.5% of employee respondents stated No they don't think Performance Appraisal helps them in any ways.

Therefore, it is concluded that most of the employees Thinks Performance Appraisal helps to provide an atmosphere where all are encouraged to share one another burden.



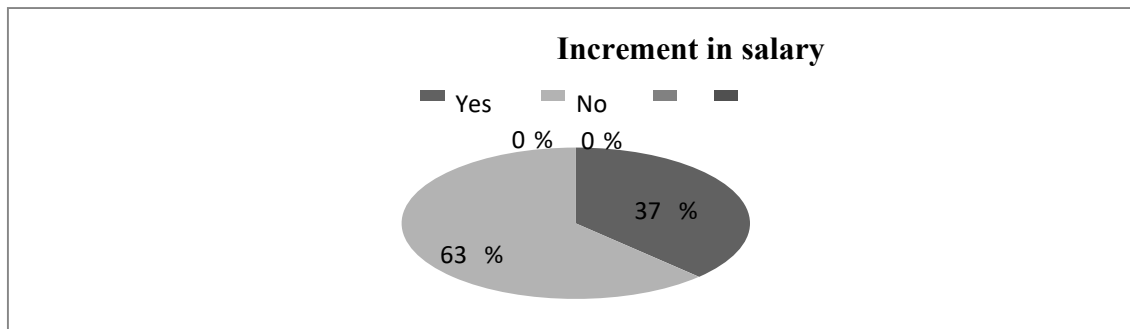
Cover Page



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### 3. Do you receive any increment in your salary after Performance appraisal?

Sr. No.	Opinion	No. of respondents	Percentage
1	Yes	15	37.5%
2	No	25	62.5%
3	Total	40	100%

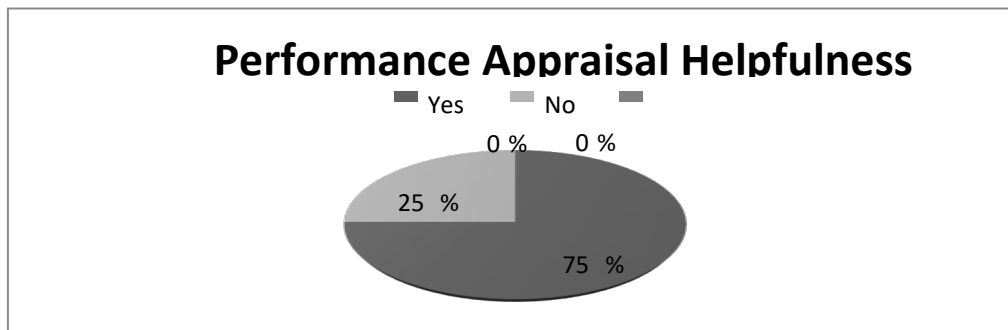


From the above table and graph, it is observed that about 37.5% of employee respondent stated Yes, they receive increment in their salary after the Performance Appraisal and about 62.5% of them said No they don't receive any increment in their salary.

Therefore, it is concluded that most of the employees don't receive any increment in their salary after the Performance Appraisal in their organization.

### 4. Do you think Performance appraisal helps people set & achieve meaningful goals?

Sr. No.	Opinion	No. of respondents	Percentage
1	Yes	30	75%
2	No	10	25%
3	Total	40	100%



From the above table and graph, it is observed that about 75% of employee respondents said Yes, they think Performance Appraisal helps people set and achieve meaningful goals and about 25% of them stated No they don't think Performance Appraisal helps them in any ways.

Therefore, it is concluded that most of the employees stated Yes, they think Performance Appraisal helps people to achieve their goals.



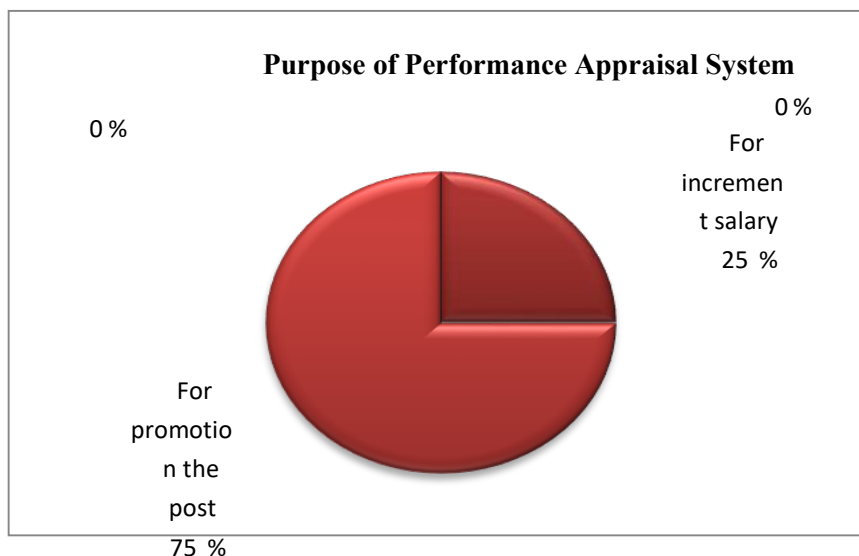
Cover Page



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## 5. For what purpose you perform the performance appraisal?

Sr. No.	Opinion	No. of respondents	Percentage
1	For increment salary	10	25%
2	For promotion the post	30	75%
3	Total	40	100%



From the above table and graph, it is observed that about 25% of employee respondents said they perform the Performance Appraisal for Increment Salary and about 75% of them said For Promotion of their post.

Therefore, it is concluded that most of the employees stated they perform the Performance Appraisal for Promotion of their post in the organization.

## 6. After performance appraisal how many percent improvement in your performance?

Sr. No.	Opinion	No. of respondents	Percentage
1	10-20%	00	00
2	20-30%	15	37.5%
3	30%- above	25	62.5%
4	Total	40	100%

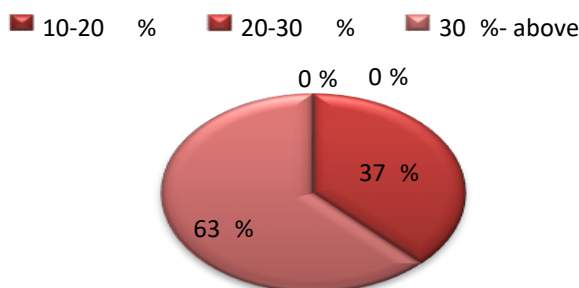


Cover Page



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## Improvement in Performance



From the above table and graph, it is observed that about 37.5% of employee respondents said there is about 20-30% of improvement in their performance after the Performance Appraisal and about 62.5% of them stated there is about 30%-above improvement in their performance.

Therefore, it is concluded that most of the employees stated after the Performance Appraisal there is about 30%-above of improvement in their performance in the organization.

### OBSERVATIONS AND FINDINGS

1. It is observed that all Appraise are aware about Performance appraisal System.
2. It is observed that employees are Highly Satisfied with the organization.
3. It is observed that performance appraisal system is related to promotions of employees.
4. It is observed that employees are gives opinion on performance appraisal help to provide an atmosphere where all are encouraged to share one another burden.
5. It is observed that employees give opinion on grading and 25% employees give opinion on rating performance appraisal system.
6. It is observed that employees give their response to that they have increment in their salary after performance appraisal.
7. It is observed that employees give opinion on that performance appraisal helps people to set % achieve meaningful goals.
8. It is observed that employees give opinion on that after performance appraisal they have improvement in their performance.
9. It is observed that employees give response to that performance appraisal is performing for promotion of the post.

### CONCLUSION

Performance Appraisal is an integral part of Human Resource Management. After the study of present performance appraisal system researcher found some problems related to appraiser and appraise to overcome these problems researcher give suggestions by implementing these suggestions organization may improve Performance Appraisal System set and achieve meaningful goals.

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