

**A STUDY ON PERFORMANCE APPRAISAL WITH REFERENCE TO PARISONS TEA
COMPANY, WAYANAD**

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ABSTRACT

A system of evaluation done to bring out best performance from the employees is called as appraising the performance. This process helps the organisation to improve those employee's performance who are in need of improvement. Training and development programmes can be organised for the employees that are in need of and award the merit-based employees with compensation and promotions. The objective of the study is to appraise the performance of employees working in the organisation, to understand the satisfaction of employees and the effectiveness of present performance appraisal method. The study is based on both descriptive and exploratory research. The data is collected questionnaire and interviews and through company records. 50 samples are taken for the study. The data collected is analysed and interpreted by using correlation coefficient method.

Key words- Performance Appraisal, Compensation, promotions

INTRODUCTION

The employees need to be assessed based on their performance to understand the contribution they make towards the progress of the company and to take decisions about raise and incentives. Those whose performance needs an improvement can be trained and developed by training development programmes. Hence Performance appraisal remains the assessment process for judging the individual's performance who are working in the organisation and their development towards the organization. The appraisal is constructed on the standards or benchmarks of the management. It helps the company and employees to conduct programmes on training to accomplish the best performance form the employees. The merit-based evaluation helps the deserving employee to have good growth in the company.

LITERATURE REVIEW

1. **Pichler, S. (2019)**- The author focuses on reactions of employees on performance appraisal. It is always related with attitudes of job, motivation and performance. Though the traditional performance appraisal looks into psychometric properties of rating. The managers provide negative reviews which affects the employees showing negative reactions. The study is conducted to provide extra attention to have quality leader and member exchange and provide opportunities to review appraisal so it improves the effectiveness of performance appraisal.
2. **Dokuka, S., Zaikin, I., Furman, K., Tsvetovat, M., & Furman, A. (2019)** The author explains the metric called Peer Rank score that assess the employees on the base on pair wise comparisons and provides the impact of individual reputations.
3. **De Nisi, A. S., & Murphy, K. R. (2017)**- The authors have reviewed around 100 years of performance appraisal literature to understand the performance management. They found around eight areas like formats of scaling, conditions for evaluating ratings, training, appraisal feedbacks, reason for rating, sources of ratings, difference in demographics and perceptive processes.
4. **Birte Asmu (2008)**- The author in his study states that performance appraisal is an integral part of any organization to understand employee's contribution towards the organization. This study is mainly focused on how to provide feedbacks that are critical in nature to the employees after performance appraisal.

OBJECTIVES

- To appraise the performance of employees working in the organisation.
- To identify satisfaction level of appraisal method used by the organization.
- To understand the effectiveness of present performance appraisal method.

RESEARCH METHODOLOGY

The study is descriptive and exploratory in nature. The sources of data used to collect the data is through primary and secondary sources. The questionnaire, focus groups, interviews company records are used to collect the data. 50 samples are taken for the study and it is carried out in Parisons Tea Company Thalapuzha, Wayanad. The data collected is analysed and interpreted by using correlation coefficient method.

ANALYSIS AND INTERPRETATIONS

CORRELATION COEFFICIENT

Table 1- Age and experience of employees at Parisons Tea Company

Age	No. Of Respondents	Experience	No. Of Respondents
Less than 30 years	16	0-5 years	13
30-40 years	15	5-10 years	20
40-50 years	10	10-15 years	10
Above 50 years	9	Above 50 years	7
Total	50	Total	50

Interpretation: The calculated value of $r=0.7841$. There is an expectant relationship between the factors of age and experience of the employees in the company.

Table-2 Qualification and Experience Parisons Tea Company

Qualification	No. of respondents	Experience	No. of respondents
SSLC	4	0-5 years	13
Plus, two	11	5-10 years	20
Degree	23	10-15 years	10
Others	12	More than 15 years	7
Total	50	Total	50

Interpretation: The calculated value of $r= -0.2973$. There is an undesirably relationship between the factors of Qualification and Experience

Table No. 3 Performance Level and Action Taken Against Poor Performance

Performance level	No. of respondents	Poor performance	No. of respondents
Highly	9	Always	10
Medium	18	Often	17
Low	14	Rarely	17
Very low	9	Never	6
Total	50	Total	50

Interpretation: The calculated value of $r=0.8845$. There is an expectant relationship between the factors of Performance Level and Action Taken Against Poor Performance.

Table No. 4 Working Environment and Performance Level at Parisons Tea Company

Working environment	No. of respondents	Performance level	No. of respondents
Highly satisfied	12	Highly satisfied	9
Satisfied	17	Satisfied	10
Moderately satisfied	12	Moderately satisfied	17
Dissatisfied	6	Dissatisfied	10
Highly dissatisfied	3	Highly dissatisfied	4
Total	50	Total	50

Interpretation: The calculated value of $r=0.5271$. There is an expectant relationship between the factors of Working Environment and Performance Level.

Table No. 5 - Level of Satisfaction and The Performance Appraisal Method conducted in the organization

Level of satisfaction	No. of respondents	Performance appraisal method	No. of respondents
Highly satisfied	9	Highly satisfied	10
Satisfied	10	Satisfied	15
Moderately satisfied	17	Moderately satisfied	14
Dissatisfied	10	Dissatisfied	11
Highly dissatisfied	4	Highly dissatisfied	0
Total	50	Total	50

Interpretation: The calculated value of $r=0.7963$. There is an expectant relationship between the factors of Level of Satisfaction and The Performance Appraisal Method.

Table No. 6 Level of Satisfaction and Transfer and Promotional Policy of employees at Parisons Tea Company

Level of satisfaction	No. of respondents	Transfer and promotional policy	No. of respondents
Highly satisfied	9	Highly satisfied	9
Satisfied	10	Satisfied	10
Moderately satisfied	17	Less satisfied	22
Dissatisfied	10	Dissatisfied	9
Highly dissatisfied	4		0
Total	50	Total	50

Interpretation: The Calculated value of $r=0.9968$. There is an expectant relationship between the factors of Level of Satisfaction and Transfer and Promotional Policy of employees

Table No. 7 Transparency and Overall Assessment of Performance Appraisal at Parisons Tea Company,

Transparency	No. of respondents	Overall assessment	No. of respondents
Excellent	7	Outstanding	7
Good	10	Very good	10
Average	18	Good	13
Poor	11	Satisfactory	14
Very poor	5	Poor	6
Total	50	Total	50

Interpretation: The Calculated value of $r= 0.8109$. There is an expectant relationship between the factors of Transparency and Overall Assessment of Performance Appraisal.

Table No. 8 Action Taken for Poor Performance and Recognition of Performance

Poor performance	No. of respondents	Recognition	No. of respondents
Always	10	Strongly agree	8
Often	17	Agree	9
Rarely	17	Rarely	19
Never	6	Disagree	14
	0	Strongly agree	0
Total	50	Total	50

Interpretation: The Calculated value of $r=0.6733$. There is an expectant relationship between the factors of Poor Performance and Recognition of Performance.

FINDINGS

- Majority of respondents were awarded with their better performance.
- The respondents were not satisfied with the transfer and promotional policy of the organization.
- The company rarely provides counselling after the appraisal.

SUGGESTIONS

- Performance appraisal should be conducted in 6 months, it will help the organization to reduce the cost of analysis.
- The promotion being awarded should be strictly associated with performance management system.
- Provide full awareness about performance appraisal to employees.
- Management should take remedial actions for poor performance of the employees
- Distinguish the performance of employees correctly for their better performance.
- Conduct counselling programs to understand the basic requirements of the employees.
- Company can increase transparency of appraisal system.
- Independent and research activity is an essential for improving performance of business.

CONCLUSION

The appraisal for the performance of the employees is a process of assessing the current performance with the recognized ideals that have been interconnected to the employees and providing the feedback to them. The appraisal helps the organization to categorize the potentialities and incompetencies of the employees and helps them to design programmes that recover the performance of employees. This in turn helps them to contribute effectively to the organization and become eligible for promotions and enticements within the organization.

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