

## **PERFORMANCE APPRAISAL OF EXECUTIVES IN NATIONAL THERMAL POWER CORPORATION (NTPC) LIMITED IN RAMAGUNDAM - A STUDY**

**T. YADAGIRI RAO<sup>1</sup> & KATKOORI SUSHMITHA<sup>2</sup>**

<sup>1</sup>Prof, Department of Public Administration and Human Resource Management, Kakatiya University, India

<sup>2</sup>Senior Research Scholar- Department of Public Administration and Human Resource Management,  
Kakatiya University, India

### **ABSTRACT**

This paper is aiming to understand the three major elements in the NTPC (National Thermal Power Corporation) - Ramagundam. It is aimed majorly to understand the method of Performance appraisal in the organisation, how the executives pursuing the current PA (performance Appraisal) system and how the satisfaction of the executives in the NTPC- Ramagundam. Observing the above objective, the 200 executives chosen, stratified random sample techniques used for this study. It is evident that the departments agree with tone on-going appraisal system, sample executives disagree, the ability to communicate and develop organization standards among employees, in assessing to identify promotable people and the criteria for measurement in consultation with executives and appraisers, fairness, in functioning effectively and efficiently, in identifying human resources, in reducing grievances, in uniformity, in understanding and support from key stakeholders in the present appraisal system.

**KEYWORDS: Performance & Thermal Power**

### **1. INTRODUCTION**

Performance appraisal is the methodical assessment of an individual's performance being calculated on the aspects of work knowledge, excellence and amount of productivity, initiatives, management abilities, supervision, reliability, teamwork, judgment, adaptability, and physical fitness. Not only this assessment is cramped to a precedent performance of the employee but also the potential of future performance where been evaluated. The tools being used in performance appraisals include performance ranking, employee assessment, worker performance examination, personnel appraisal, performance evaluation, and merit rating. If the view is in a formal sense, employee assessment is as older as of the idea of management and as historic as the humankind in an angle of informal sense. Performance appraisal structure acts a pioneering role in evaluating the talent of employees in the organization to provide the latchkey info regarding the resiliency and fragility of the employees. This can help in preparing the expedient ways to encourage proficient employees there in the organization. Every organization will have its criteria to evaluate and appraise employee performance, which determines its goals and growth. Many factors can be taken as deliberation while developing the performance appraisal system of any organization such as the ability of the institute to utilize skills of the employees, reward system, performance appraisal based on merit, important driving forces for high presentation skill of an employee, job satisfaction level, the outcome of performance appraisal method on the behaviour changes in the employees and promotion policy. Managerial assessment is the procedure of finding the effectiveness of an executive's performance at the administrative level, which is the most complicated area of performance appraisal. The type of objective criteria useful workers is not available for

managerial jobs link between managerial jobs and output or sales is only indirect and roundabout. The result of output among the team is not because of an individual manager. It is a composite function of man factors over which the manager may have no control. It is very difficult to lay down concrete and verifiable goals for managers particularly for staff managers. Therefore, the performance of one manager cannot be judged accurately by not considering the interdependence of the subsystem. Moreover, a manager has to work within several environmental constraints which are beyond their control. According to Peter Ducker, an organization is like a melody: It is not constituted by the sound of an individual but by their amalgamation. The human resource department acts vital in promising the effectiveness of the Performance Appraisal strikes as a fine balance between the interests of the employee and those of the organization. Performance can either be evaluated or managed unless it is measurable. An organization accomplishes the goal easily only if the people can burst out of their maximum effort. It is not easy to execute Employee assessment in fundamental jobs of HRM. Even though knows the potency and weak spot of an employee to remark their sphere of growth where it is also difficult to foresee the executive development programmers and no matter how logically and accurately, they are planning and implementing. An effective appraisal system diminishes the on-going changes that are happening and set forth reasonably as a device to review the career of its administration and try to suit their aspirants in growth opportunities.

## 2. REVIEW OF LITERATURE

### What is Performance Appraisal

Performance Appraisal of an organization carries on a major part in managing human capital. The term Performance Appraisal or Performance Evaluation depicts a method used by organizations to assess the level of performance of their employees. These procedures typically comprise evaluation of performance by the employee and give feedback about their stage and excellence of their performance. The main aspiration is to pick up the employees in the Performance Appraisal of the organization.

Wayne F Cascio (1986) describes Performance Appraisal as the organized portrayal of strong and weak points in an employee on doing the work. Hence, feedback is vital in an appraisal. The appraisal tool is meant to dish up the requirements of an organization as well as on individuals. It purveys a cyclic stock-taking on the institution to judge the eminence of manpower and creates legitimate data to ease verdict about the operational and organizational necessities of the institute. In the case of individuals, it is betokened to offer an assessment on their performance and thus to give out the motivation for the development both as a professional and as a human.

Landy, F.J, J.L. Farr and R.R. Jacobs (1982) stress that Performance Appraisal as basically a process of feedback and explore to point out that criticism may boost performance changeable from 10% to 30%. This is fairly an inexpensive mode to develop competence. But to do well, the feedback agendum requires unrelenting dedication. To rival as a manager is to make available of normal feedback of all their employees.

Bhardwaj, S.B.L., Bureau of Public Enterprises (2017) is a research project on the executive appraisal in India. The study defined appraisal as continuous evaluation of the quality, quantity, styles, and determinants of current performance, developing potential of an employee to supply controlled information to the organization that can lead to an action program which enables feedback to the individual that aims in improvising performance, individual expansion and fulfilment.

Dick, A. S., & Basu, K. (1994). is a Personnel Manager of the Indian Airlines and a managing consultant has

defined it as “a formal exercise in which an organization makes an evaluation, in a documented form, of its managers, in terms of contributions made towards achieving organizational objectives and/or their personnel strengths and weaknesses, in terms of attributes and behaviour for meeting whatever objectives the organization may consider relevant”.

Bansal (1982) is the study that has detailed the association between the variables such as individual differences, managerial actions and performance. Hence proves that the role of an individual differs on factors affecting managerial performance. He has accentuated the consequences of interpersonal dealings, communication on presentation and productivity principles. Variant gender identifies the role and Gender-role orientation among individuals is competent enough to produce alterations in the communication style of executives and the executive performance stage also.

Bansal (1982) also investigated the correlation coefficient of performance. The study is based on the theory of Lewin's field, which explains overt behavioural function footed on an individual and the environment where also as the interaction between those two variables. The researcher first and foremost attempted to unearth the organizational, personal and demographic variables that chronicle for the performance of executive as seen by their higher authorities. This study could add upon other aspects by finding out the individual characteristics of managers such as about their capability, personality, inspiration and personal findings of this paper were that the managers required qualities such as soft communication, healthier coordination, accurate decision-making, responsibility comply with power and criticisms from the assessment system. It was inferred from the data collected that unbeaten job performance necessitates wide job knowledge, decision making, excellent human relations, coordination, headship, cooperation, communication and endurance. Other aspects that must keep in mind while rating performance are output, professional knowledge, skill in work, punctuality, initiative, innovation and creativity.

A study done by Indrajeet (1980) set up that personality of an individual depend upon their gender role perception where the efforts essential for the performance of an executive is not about their physicality but psychological. Executives are concerned as the people who are accountable for converting the stimuli demanded from the organization into outcome and the skill to bind the stimulus into organizational objectives. The convergence of stimuli to output can be baptized as executive performance.

McEvoy (1989) conducted a meta-analysis study where he could conclude that the age of the person and their performance are unrelated. This verdict resulted to think the fact that aged executives can perform their managerial works more efficiently than others since they are experienced in shouldering the same job for years.

### **Statement of the Problem**

The process by which a manager or consultant examines and evaluates an employee's work performance by comparing it with pre-set standards, documents the results of the comparison, and uses the results to provide feedback to the employee to show where improvements are needed and why. Performance appraisals are employed to determine who needs training, and who will be promoted, demoted or retained. Performance appraisal is the systematic evaluation of the performance employees and to understand the abilities of a person for further growth and development of the organization. These or her line manager appraises each staff member. Annual performance appraisals enable management to monitor performance against standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. More so, employee performance appraisals also establish individual training needs which virtually lead to organizational training needs analysis and planning. Most often, performance appraisal data feeds into organizational annual pay and grading reviews

and coincides with business planning for the next trading year.

### Objectives of the Study

- To understand the socio-economic profile of the sample executives.
  - To identify the method of performance appraisal pursuing by Executives in NTPC.
  - The employee approach towards the current appraisal system in NTPC.
  - To assess the satisfaction level of the employees as set out to the existing system of Performance appraisal.
- To give suitable suggestions for the better performance appraisal system in NTPC Ltd.

### Hypothesis

Performance appraisal method is a powerful tool to let out the fast growth of an employee

The towering commitments of management have a big part in the proven efficacy of Performance appraisal system.

## 3. RESEARCH METHODOLOGY

This study is to delineate the performance appraisal of executives at the workplace in NTPC only. The study is confined to collect the opinions and perceptions of executives working in the organization.

**Research Design:** A research design is a blueprint of planning for the assortment and analysis of data in a way that aims to merge significance to the research intention with ample economic security. The study is descriptive research since it includes both surveying and fact-finding.

**Data Collection Method:** This data collection of data is the foremost step in research, where the source of gathering in such information contains both primary and secondary roots. The primary data is collected directly by the researcher for the study. It may be brought together through various methods such as personal investigation and individual questionnaires. The secondary data compiled from various sources of company reports, official records and articles, journals and books of the company. In addition to this, the researcher paid her visit to the library of the university to collect data about this topic.

**Sample size:** Around 600 executive employees are working in NTPC Limited Ramagundam. 200 executive employees will be selected through simple random technique and their opinioned perception of their role. This 200-executives were selected from the departments namely: operations and electronic maintenance, civil maintenance, MGR [merry-go-round], CHP - Coal handling plant] mechanical maintenance, control & instrumentation, HR, finance, material and contracts, IT... etc.

## 4. DATA RESULTS AND DISCUSSIONS

an attempt has been made to study to analyse all information collected for the executives in the organization. This data analysis represents the whole concise information to understand the objectives. It attempted to see all the data to investigate way thoroughly and in-depth.

**Table No:1 Details of Age Particulars**

S. No	Age	Total	Per cent
1	Below 30	10	5.00
2	31-40	87	43.50
3	41-50	102	51.00
4	51-60	1	1.00
	<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Field Work,2020

The above table No 1 explicates about the age group of the sample executives. The age groups mainly classified into four groups such as below 30, 31-40, 41-50, 51-60. It shows that 51.0 per cent of sample executives belong to 41-50 the age group. 43.5 per cent of sample executives belong to 31-40 age group. 5.0 per cent of sample executives belong to below 30 age group. Only 1.00 per cent of sample executives belong to the age group 51-60. It shows that half of the sample executives belong to the 41-50 age group.

**Table No: 2 Details of Work Experience**

S. No	Experience	Total	Per cent
1	Below 10	10	5.00
2	11-20	87	43.50
3	21-30	101	50.50
4	Above 40	2	1.00
<b>5</b>	<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Field Work,2020

The above table no:2 explains the work experience of the sample executives. The work experience classified into four groups such as below 10, 11-20, 21-30, Above 40 years. It shows that 50.5 per cent of participants have 21-30 years of work experience. 43.5 per cent of sample executives have 11-20 years of experience. 5.0 per cent of sample executives have below 10 year of work experience. While 1 per cent of sample executives have more than 40 years of work experience.

**Table No:3 Details of Gender**

S. No	Name of the Gender	Total	Per cent
1	Male	166	83.00
2	Female	34	17.00
<b>3</b>	<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Field Work,2020.

The table no 3 indicate the gender of the respondent. The gender group mainly classifies into two groups such as Male and Female. It shows that 83.0 belongs of the participant belong, 17.0 the per cent are belonging to female category. From indicate the majority of the sample executives are male.

**Table No:4 Details Educational Qualification**

S. No	Educational Qualification	Total	Per cent
1	Graduate	65	32.50
2	Post-Graduate	65	32.50
3	Technical	68	34.00
4	Others	2	1.00
<b>5</b>	<b>Total</b>	<b>200</b>	<b>100.0</b>

Source: Field Work,2020

The above table No 4 shows the education qualification of the sample executives. The education qualification classified into 4 categories like graduate, Postgraduate, Technical, and others. Study shows that 34.0 per cent of sample executives have technical education whereas 32.5 per cent are postgraduate.

**Table No: 5 Details of Religion**

S. No	Name of the Religion	Total	Per cent
1	Hindu	163	81.50
2	Muslim	16	8.00
3	Christian	12	6.00
4	Others	9	4.50
<b>5</b>	<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Field Work,2020

The above table no: 5 describes sample executives. The religion mainly classified categories that are Hindu, Muslim, Christian, and others. This study indicates that 81.5 per cent participant belongs to Hindu religion belongs per cent of participant belong to the Muslim religion, and the 6.0 per cent sample belongs to the Christian religion. Only 4.5 per cent of the sample belongs to a group. It shows that more than half of the sample executives are belonging to Hindu Religion.

**Table No:6 Details of Type of Family**

S. No	Type of Family	Total	Per cent
1	Joint Family	126	63.00
2	Nuclear Family	74	37.00
<b>3</b>	<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Field Work,2020

Table 6 exploit the type of family. The type of family classified inch a Joint Family and Nuclear family. Study shows that 63.0 per cent sample belongs mill whereas 37.0 per cent sample is from the from a nuclear family. So more than half of the sample executives to join a family.

**Table No:7 Details of Department Wise Sample**

S. No	Name of the Department	Total	Per cent
1	IT and Operations	20	10.00
2	Electrical Maintenance	20	10.00
3	Civil Maintenance	20	10.00
4	Manager Go-around	20	10.00
5	CHP	20	10.00
6	Mechanical Maintenance	20	10.00
7	Control Instrumentation	20	10.00
8	HRM	20	10.00
9	Finance	20	10.00
10	Material Control	20	10.00
<b>11</b>	<b>Total</b>	<b>200</b>	<b>10.00</b>

Source: Field Work,2020.

The above table no: 7 indicates the name of the details of department wise sample, there are total departments Such as IT and operation, Electrical Maintenance, Civil Maintenance, Manger Go- around. CHP, Mechanical Maintenance, Control Instrumentation, HRM, Finance, and Material Control 20.00 belong to each department.

**Table No: 8 Details of Salary**

S. No	Salary	Total	Per cent
1	Below 1,00,000	4	2.00
2	1,00,001 to 1,50,000	64	32.00
3	1,50,000 to 2,00,000	132	66.00
<b>4</b>	<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Field Work,2020.

The above table no: 8 indicates the salary of the participant. The salary classified into 3 category such as: below 100000, 1,00,001 to 1,50,000, and 1,50,000 to 2,00,000. 2.0 per cent of participant getting below 100000 salaries. 32.0 per cent of Participant getting salary between 1,00,001 to 1,50,000 and 66.0 per cent of participant getting salary in between 1,50,000 to 2,00,000. It indicates that majority of them getting more than 150000 salaries.

**Table No: 9 Performance Evaluate Details**

S. No	Name of the Department	Source of Performance Evaluate					Total
		CMD	Evaluation by superior	External consultant	Managing Director	PEERS	
1	IT and Operations	3 (15.00)	3 (15.00)	4 (20.00)	5 (25.00)	5 (25.00)	20 (100.00)
2	Electrical Maintenance	3 (15.00)	2 (10.00)	4 (20.00)	7 (35.00)	4 (20.00)	20 (100.00)
3	Civil Maintenance	3 (15.00)	3 (15.00)	4 (20.00)	6 (30.00)	4 (20.00)	20 (100.00)
4	Manager Go-around	4 (20.00)	3 (15.00)	4 (20.00)	5 (25.00)	4 (20.00)	20 (100.00)
5	CHP	3 (15.00)	3 (15.00)	4 (20.00)	6 (30.00)	4 (20.00)	20 (100.00)
6	Mechanical Maintenance	4 (20.00)	2 (10.00)	3 (15.00)	7 (35.00)	4 (20.00)	20 (100.00)
7	Control Instrumentation	2 (10.00)	3 (15.00)	4 (20.00)	6 (30.00)	5 (25.00)	20 (100.00)
8	HRM	5 (25.00)	3 (15.00)	5 (25.00)	5 (25.00)	2 (10.00)	20 (100.00)
9	Finance	3 (15.00)	3 (15.00)	4 (20.00)	6 (30.00)	4 (20.00)	20 (100.00)
10	Material Control	3 (15.00)	4 (20.00)	4 (20.00)	5 (25.00)	4 (20.00)	20 (100.00)
<b>Total</b>		<b>33</b> <b>(16.50)</b>	<b>29</b> <b>(14.50)</b>	<b>40</b> <b>(20.00)</b>	<b>58</b> <b>(29.00)</b>	<b>40</b> <b>(20.00)</b>	<b>200</b> <b>(100.00)</b>

Source: Field Work,2020.

The above table no: 9 explains about the employee's preference for with whom they prefer to evaluate their performance by 1 departmentsnt. The study measured the preferences from 20 samples from each department. There are 5 choices for the sample executives to select the preference for evaluating such as CMD, Evaluation by supervisor, external consultant, Managing Director, and peers. Out of 20 participantsts,nts 16.5 per cent of sample executives prefer the evaluation of CMD, 14.5 per cent of sample executives prefer evaluation by superior, 20.0 per cent of sample executives prefer external consultant 29.0 per cent of sample executives prefer managing director and 20.0 per cent of sample executives prefer peer's evaluation.

**Table No:10 Details of the Performance Appraisal Techniques**

S. No	Name of the Department	Performance Appraisal Techniques					Total
		Assessment Evaluation	Critical Incident Evaluation Techniques	Management by Objectives MBO Approach	Rating Scales and Checklists	Others	
1	IT and Operations	4 (20.00)	5 (25.00)	5 (25.00)	5 25.00	1 5.00	20 100.00
2	Electrical Maintenance	3 15.00	5 (25.00)	5 (25.00)	4 (20.00)	3 (15.00)	20 (100.00)
3	Civil Maintenance	2 (10.00)	6 (30.00)	5 (25.00)	7 (35.00)	0 (0.00)	20 (100.00)
4	Manager Go-around	3 (15.00)	5 (25.00)	5 (25.00)	6 (30.00)	1 (5.00)	20 (100.00)
5	CHP	2 (10.00)	5 (25.00)	5 (25.00)	7 (35.00)	1 (5.00)	20 (100.00)
6	Mechanical Maintenance	3 (15.00)	6 (30.00)	5 (25.00)	5 (25.00)	1 (5.00)	20 (100.00)
7	Control Instrumentation	2 (10.00)	5 (25.00)	6 (30.00)	6 (30.00)	1 (5.00)	20 (100.00)
8	HRM	3 (15.00)	5 (25.00)	5 (25.00)	6 (30.00)	1 (5.00)	20 (100.00)
9	Finance	3 (15.00)	5 (25.00)	5 (25.00)	6 (30.00)	1 (5.00)	20 (100.00)
10	Material Control	3 (15.00)	5 (25.00)	6 (30.00)	5 (25.00)	1 (5.00)	20 (100.00)
<b>Total</b>		<b>28</b> <b>(14.00)</b>	<b>52</b> <b>(26.00)</b>	<b>52</b> <b>(26.00)</b>	<b>57</b> <b>(28.50)</b>	<b>11</b> <b>(5.50)</b>	<b>200</b> <b>(100.00)</b>

Source: Field Data,2020.

The above table no:10 explains that the techniques of performance appraisal by 10 departments. The performance appraisal grouped into 5 such as Assessment evaluation, Critical incident evaluation techniques, management by objectives MBO Approach, Rating Scales and checklists, and others. Out of 200 sample executives 14.0 per cent of sample executives like assessment evaluation, 26.0 per cent like critical incident evaluation techniques, 26.0 per cent of sample executives like management by objectives and MBO approach, 28.5 per cent of sample executives like rating scale and checklist and 5.5 per cent of them like other assessment techniques.

**Table No:11 Perception about Present PA System Appropriate to the Present Scenario**

S. No	Name of the Department	Perception about Present PA			Total
		Yes	No	Cannot Decide	
1	IT and Operations	16 (80.00)	2 (10.00)	2 (10.00)	20 (100.00)
2	Electrical Maintenance	18 (90.00)	1 (5.00)	1 (5.00)	20 (100.00)
3	Civil Maintenance	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
4	Manager Go-around	16 (80.00)	2 (10.00)	2 (10.00)	20 (100.00)
5	CHP	18 (90.00)	1 (5.00)	1 (5.00)	20 (100.00)
6	Mechanical Maintenance	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
7	Control Instrumentation	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)



8	HRM	18 (90.00)	1 (5.00)	1 (5.00)	20 (100.00)
9	Finance	17 (85.00)	1 (5.00)	2 (10.00)	20 (100.00)
10	Material Control	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
<b>Total</b>		<b>167</b> <b>(83.50)</b>	<b>19</b> <b>(9.50)</b>	<b>14</b> <b>(7.00)</b>	<b>200</b> <b>(100.00)</b>

Source: Field Data,2020.

The above table no:11 indicate whether the present appraisal system in NTPC is appropriate to the present scenario by 10 departments. Out of 200 sample executives 83.90, per cent of participant believes that the present appraisal system is appropriate to present scenario and 9.50 per cent of sample executives opposing this and 7.00 per cent of them remain undecided.

**Table No:12 Perception about Present PA System is practically working in NTPC**

S. No	Name of the Department	Perception			Total
		Yes	No	Cannot Decide	
1	IT and Operations	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
2	Electrical Maintenance	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
3	Civil Maintenance	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
4	Manager Go-around	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
5	CHP	16 (80.00)	2 (10.00)	2 (10.00)	20 (100.00)
6	Mechanical Maintenance	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
7	Control Instrumentation	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
8	HRM	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
9	Finance	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
10	Material Control	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
<b>Total</b>		<b>164</b> <b>(82.00)</b>	<b>24</b> <b>(12.00)</b>	<b>12</b> <b>(6.00)</b>	<b>200</b> <b>(100.00)</b>

Source: Field Data,2020.

The above table no: 12 shows whether the present appraisal system in NTPC is practically working by 10 departments. Out of 200 sample executives 82 per, participants think the appraisal system is practically working whereas 12.0 per cent of participant thinks that it is not practically working and 6.0 per cent of them remains undecided.

**Table No:13: Details of PA helping to Improve and job Satisfaction**

S. No	Name of the Department	Perception			Total
		Yes	No	Cannot Decide	
1	IT and Operations	13 (65.00)	3 (15.00)	4 (20.00)	20 (100.00)
2	Electrical Maintenance	14 (70.00)	3 (15.00)	3 (15.00)	20 (100.00)
3	Civil Maintenance	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
4	Manager Go-around	18 (90.00)	1 (5.00)	1 (5.00)	20 (100.00)
5	CHP	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
6	Mechanical Maintenance	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
7	Control Instrumentation	16 (80.00)	3 (15.00)	1 (5.00)	20 (100.00)
8	HRM	15 (75.00)	3 (15.00)	2 (10.00)	20 (100.00)
9	Finance	17 (85.00)	2 (10.00)	1 (5.00)	20 (100.00)
10	Material Control	16 (80.00)	2 (10.00)	2 (10.00)	20 (100.00)
<b>Total</b>		<b>156</b> <b>(78.00)</b>	<b>25</b> <b>(12.50)</b>	<b>19</b> <b>(9.50)</b>	<b>200</b> <b>(100.00)</b>

Source: Field Data,2020.

The table no: 13 explains about did the performance appraisal is improving employee's motivation and satisfaction. Out of 200, respondent 78.00 per cent of sample executives believe that the performance helps employee's motivation and satisfaction, whereas 12.50 per cent of sample executive appraisal is not helping to improve, and 9.50 per cent of sample executives' remains undecided.

**Table No: 14 Perception about Current PA System**

S. No	Name of the Department	Perception on Current PA system				Total
		Highly Satisfied	Satisfied	Just Satisfied	Dissatisfied	
1	IT and Operations	7 (35.00)	6 (30.00)	5 (25.00)	2 (10.00)	20 (100.00)
2	Electrical Maintenance	7 (35.00)	6 (30.00)	6 (30.00)	1 (5.00)	20 (100.00)
3	Civil Maintenance	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
4	Manager Go-around	6 (30.00)	7 (35.00)	6 (30.00)	1 (5.00)	20 (100.00)
5	CHP	6 (30.00)	5 (25.00)	7 (35.00)	2 (10.00)	20 (100.00)
6	Mechanical Maintenance	6 (30.00)	7 (35.00)	6 (30.00)	1 (5.00)	20 (100.00)
7	Control Instrumentation	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
8	HRM	6 (30.00)	6 (30.00)	7 (35.00)	1 (5.00)	20 (100.00)
9	Finance	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)

10	Material Control	6 (30.00)	6 (30.00)	6 (30.00)	2 (10.00)	20 (100.00)
<b>Total</b>		<b>62</b> <b>(31.00)</b>	<b>61</b> <b>(30.50)</b>	<b>61</b> <b>(30.50)</b>	<b>16</b> <b>(8.00)</b>	<b>200</b> <b>(100.00)</b>

Source: Field Data,2020.

The above tables no: 14 show the sample executives responds on Perception about Current PA System by 10 departments. The level of satisfaction grouped into 4 groups such as highly satisfied, satisfied, just satisfied, and dissatisfied. It shows that out of 200 sample executives 31.0 per cent of sample executives highly satisfied with the present performance appraisal system, whereas 30.5 per cent of sample executives satisfied, and just satisfied respectively and 8.0 per cent of sample executives dissatisfied with the present appraisal system.

**FINDINGS**

- Half of the total population belongs to 41-50 age groups.
- 50.5 per cent of the participants have 21-30 years of work experience. 43.5per cent of participants have 11-20 years of experience. 5.0per cent of participants have below 1yearsar of work experience. While 1 percent of participants have more than 40 years of work experience.
- 83.0 percent of participant belongs to male gender and 17.0 percent are belonging to female category.
- 34.0 percent of participants have technical education whereas 32.5 percent of the participants have Post graduate qualification.
- 81.5 percent of participants belong to Hindu religion, 8 percent of participants belong to Muslim religion, and 6.0 percent of participants belong to Christian religion and 4.5 percent of participants belong to other religious groups.
- 94.0 percent of participants are married whereas 6.0 percent of participants are unmarried.
- 72.0 percent of participants belong to open social status, 5.5 percent of participants belong to SC category, 3.0 percent of Participants belongs to ST category and 19.5 percent of participants belong to OBC category.
- 63.0 percent of participants are coming from Joint family whereas 37.0 percent of participants are coming from nuclear family.
- 66.3 percent of participants belong to up to 3 size of the family and rest of them, that is, 33.5 percent of participants belongs to 3-4 size of family.
- 14.0 percent of participants like assessment centre evaluation, 26.0 percent like critical incident evaluation techniques, 26.0 percent of participants like management by objectives and MBO approach, 28.5 percent of participant like rating scale and checklist and 5.5 percent of them like other assessment techniques.
- 83.9 percent of participants believe that present appraisal system is appropriate to present scenario and 9.5 percent of participants opposing this and 7.00 percent of them remain undecided.
- 82.00 percent of participants think that the appraisal system is practically working whereas 12.00 percent of

participants think that it is not practically working and 6.00 percent of them remain undecided.

- 80.00 percent of participants have appraisal manual, 13.00 percent of participants have no appraisal manual, and 7.0 percent of participants remains undecided.
- 74.5 percent of participants agreed that performance is the basis for promotion process whereas 25.5 percent of participants agreed that experience is the basis for promotion.
- 71.5 percent participants believe that they have meeting in the beginning to explain task and goal, 10.0 percent of participants disagreed to this and 18.5 percent of participants cannot decide.
- 78.0 percent of participants believe that the performance appraisal is helps to improve employee's motivation and satisfaction, whereas 12.5 percent of participants believe that performance appraisal is not helping to improve, and 9.5 percent of participants' remains undecided.
- 29.0 percent of participants disagree 3.0 percent strongly agree of participants, 65.0 percent of participants strongly disagree, 1.0 percent of participants agree, and 1.0 percent of participant remains undecided with the present appraisal system are subjective and impressionistic.
- percent agree, 24.0 percent of participants disagree, 8.0 percent of participants strongly agree, 64.0 percent of participants strongly disagree, and 2.0 percent of participant remains undecided that all factors are measured in the prevailing appraisal system.
- 44.0 percent strongly agrees the current system of appraisal along with 16.0 percent of agreement. But it is to be noted that 27.5 percent strongly disagree the system, especially the department of Manager Go-around and 3.5 percent disagree. Importantly 9.0 percent remained undecided while the survey took place.
- 59.0 percent strongly disagrees that the promotions as a result of performance-based appraisal system along with 13.0 percent disagreement. When 8.0 percent remained undecided while the survey took place, only 15.0 percent is ready to go with this program.
- 60.5 percent in total strongly disagrees to the statement that current system of appraisal creates a healthy completion among employs. Evidently, all departments disagree by 32.5 percent to the system. Only 1.5 percent agrees with the study conducted when 5.0 percent remains undecided.

## SUGGESTIONS AND RECOMMENDATIONS

- The on-going appraisal system though functions it can be modified by more transparent.
- In corporate the latest methodologies along with uniformity and fairness in nature.
- Giving more importance to understanding employees help to reduce their problem and create a healthy compaction between the current appraisal system is not preferred over any as it yields quality work, but it could be the best when the evaluators' requirements are met and upgraded.
- Different departments following with their available resources thus improvements must be implemented accordingly.

- Goals must be reviewed regularly, and performances of the sample executives must also be communicated and should be open to them.

## **CONCLUSIONS**

The departments on agree the on-going appraisal system, sample executives disagree in terms of creating a healthy competition, the ability to communicate and develop organization standards among employees, in assessing to identify promotable people and the criteria for measurement in consultation with executives and appraisers, fairness, in functioning effectively and efficiently, in identifying human resources, in reducing grievances, in uniformity, in understanding and support from key stakeholders in the present appraisal system. On the other hand, improved quality of work produced is due to the current appraisal, based appraisal system is rather not preferred as an overall system for controlling an organization. Evaluators' qualifications are not enough to measure employees' ability. Performance results are not communicated well enough and review of goals. Preparations undertaken by heads are sufficient for the performance criteria that have been extracted from an up-to-date job description. And thus, it ensured appraisal interview is designed to be a constructive, two-way discussion of performance and goal setting.

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