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A Study on the Performance Appraisal by Advinar Technology Pvt. Ltd. in Thiruvananthapuram District

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Abstract- Performance appraisal has gradually more become part of a strategic approach to integrating HR activities and business policies and may now be seen as a general term covering a diversity of activities during which organizations request to assess employees and develop their capability, improve performance, and distribute rewards. A performance appraisal system embodies the tools and actions used by taught assessors in conducting the evaluation of employees. A random survey involving 200 human resource employees of the Advinar Technologies was carried out from January to July 2021. Participants from each Department were selected using simple random sampling (SRS) and the survey was supplemented by structured questionnaire adopted from literature reviews. The collected data was entered into SPSS Software version 20.0 and was cleaned and analyzed. Descriptive analyses of variance and Binary logistic regression and Cross tabulation with Chi-Square was used. The results were summarized as crude and adjusted odds ratios at 95% confidence intervals. The findings show that there was Impact of Performance Appraisal on Employee Productivity in Advinar Technologies Pvt. Ltd.

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A STUDY ON THE PERFORMANCE APPRAISAL BY ADVINAR TECHNOLOGY PVT. LTD. IN THIRUVANANTHAPURAM DISTRICT

Strictly as per the compliance and regulations of:



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Abstract- Performance appraisal has gradually more become part of a strategic approach to integrating HR activities and business policies and may now be seen as a general term covering a diversity of activities during which organizations request to assess employees and develop their capability, improve performance, and distribute rewards. A performance appraisal system embodies the tools and actions used by taught assessors in conducting the evaluation of employees. A random survey involving 200 human resource employees of the Advinar Technologies was carried out from January to July 2021. Participants from each Department were selected using simple random sampling (SRS) and the survey was supplemented by structured questionnaire adopted from literature reviews. The collected data was entered into SPSS Software version 20.0 and was cleaned and analyzed. Descriptive analyses of variance and Binary logistic regression and Cross tabulation with Chi-Square was used. The results were summarized as crude and adjusted odds ratios at 95% confidence intervals. The findings show that there was Impact of Performance Appraisal on Employee Productivity in Advinar Technologies Pvt. Ltd.

1. INTRODUCTION OF THE STUDY

The success of an organization is based on the numerous factors but still employees are the most vital factor which affects the organization's performance. Organization can achieve its goal effortlessly if its human resource is satisfied with their job. Hence the human resource plays a fundamental task in achieving the organization's intention was investigated by Elizabeth Renju Koshy (2014). The employees become a significant factor in any organization as they are the heart of the company. Organization simply cannot achieve their goals and objectives without them. The organizations are virtually compelled to put their best foot forward. The scarce input has to be channelized in the best possible manner. This is where the contribution of human resources is going to make a big difference. The material and financial resources must be put to productive use. And this is possible only when an organization is able to attract and retain talent. Appropriate rewards and Growth opportunities must be put in place. Superior performance must be singled out

and valued by appreciation and their contributions must be rewarded in proper way. All this could happen only when the organization is able to set challenging targets, measures the actual performance, identify the gap and find innumerable ways and means to improve employee productivity consistently.

Measuring the job relevant strengths and weakness of individual term working in an organization through annual EPA plans is simple but insufficient to have a thorough study of the Individual. Organizations need to go a step further to ensure that their employees perform well consistently. This is where performance management counts, because it demands will power and commitment of people striving harder and harder to meet the strategic aims of a company daily.

An EPA is a systematic and periodic process that assesses an individual 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 behaviour, accomplishments, potential for future improvement, strengths and weaknesses, etc. expressed by Subba Rao P. Among all the creations on earth, man is the supreme gift of God. Indian culture and values and affirm the dignity of man. It is the man, the individual who is the centre, the finest and the best of the creations. "There is nothing greater than man". These were the words of wisdom spoken by Bheesma to Yudhishthira, after the former fell on the tenth day of the battle of Mahabharata. Every human being is unique. There is a spark in them that spark contains unsuspected potentialities.

According to Mathis and Jackson reveals that EPA is a systematic evaluation of personnel by higher authorities, supervisors and other familiar persons. Appraisals are essential for making many administrative decisions like selection, training, promotion transfer, wage and salary administration, termination etc. EPA is a systematic and an objective way of judging the relative worth or ability of an employee in performing his task. EPA helps to identify those who are performing their assigned tasks well and those who are not and the reasons for such performance Subba. Rao. P (2010) Human Resource Management, Himalaya Publishing House New Delhi. Robert L. Mathis and John H. Jackson (2010) Human Resource Management,

Cengage Learning on the job is designed to determine his contribution and relative worth to the firm. An EPA is mainly conducted for determination of salary or wages, increments, promotions, transfer, feedback to employees, determination of training needs, personal research, termination of services, to measure productivity of employees, motivation, potential for upward mobility, to know required knowledge and skill etc. were studied by L.M. Prasad.

Majority of the companies use different performance measures including quality of work, money earned, job knowledge, absenteeism, rate of advancement, self-judgment by peers and judgment by supervisors. For EPA confidential report, rating scale, ranking system, paired comparison method, MBO, and 360 degree appraisal method are used. Some applications of EPA are compensation, performance improvement, promotions, termination, test validation, and more. While there are many potential benefits of EPA, there are also some potential drawbacks. For example, EPA can help facilitate management-employee communication; however, EPA may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the EPA process. According to a prominent personality in the field of human resources EPA are the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job." EPA is a powerful tool to standardize, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. EPA is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims.

II. STATEMENT OF THE PROBLEM

EPA is an important tool for not only small and growing businesses but all kinds of business. The appraisals can be crucial in developing employees, reinforcing good performance, and pointing out areas of improvement. Appraisals provide an opportunity to formally communicate expectations for future performance. They also create a record of steps taken to remedy bad or inadequate performance. It is the endeavor of every effective organization to recruit, retain and reward the best performers. It is through a well-designed EPA process that one separates the best from the average or poor performers. If this process is carried out properly and the employers intend to be equitable with its reward system, personnel moral will be high and team work can be both developed and nurtured by the enterprise.

III. OBJECTIVES OF THE STUDY

- ❖ To find out the efficiency in performance appraisal in Advinar Technologies Pvt, Ltd.

- ❖ To examine the significance difference between Demographic variables and opinion about performance appraisal in Advinar Technologies Pvt, Ltd.

IV. LITREATURE REVIEW

Nelson et al., (2019) assessed the FF in male and female engineering students using PFAI. The results of the study revealed that females have higher FF than males. Females also scored high in PFAI subscales i.e. FSE, FDSE and FUF.

Murcia et al (2019) examine the link between coach interpersonal style and fear of failure in athletes. It was found that there was a positive relationship between coach controlling style and athlete FF.

Correia, (2018) the study was employed on the relationship between FF and anxiety in sport contexts. The outcome of the study indicated that there was a positive influence of FF on sport anxiety which shows that sportspersons with higher levels of FF displayed a tendency of having greater anxiety levels.

Shaju M (2017) have done research titled "The Impact of job satisfaction on job performance of employees working in Automobile Industry in Punjab". The researchers adopted two grades of employees like workers and supervisors. The results indicated that the job satisfaction was observed higher in the supervision level rather than that of the employees in ordinary workers' level. The researcher concluded that years of job experience gives a higher degree of satisfaction than less job experience in the Industry.

Sajuyigbe and Ademolas (2017) their study have focused on "The impact of performance appraisal on employee performance in Nigerian Telecommunication Industry. The objective of the study was to assess the impact of performance appraisal on employees' performance. The research findings revealed that the level of performance appraisal awareness is high among the staff and the performance appraisals system plays vital role in contributing to high performance of employees in MTN Nigeria.

Rafique Ahmed Khan, et.al (2017) have done a study entitled "The impact of performance appraisals on employee satisfaction at Karachi Port Trust. The data were analyzed with Pearson's, correlation and regression test. The objective of the study was to find out the overall impact of performance appraisal on employee satisfaction. The research adopted a deductive approach questionnaire by using a Likert scale. The sampling Technique adopted was snowball (Or) non-probability convenience sampling method. The researcher concluded that periodically reviewing of performance of their employees will help employees to be focused and satisfied. The researcher recommend that performance appraisal should be done twice a year and preparing performance appraisal forms should be

encouraged self-appraisal and employee suggestion, feedback should be encouraged. In future research impact of culture on Performance Appraisal participative goal setting could also be explored.

V. RESEARCH METHODOLOGY

a) Type of Research

This study adopted a descriptive survey that aimed at determining the Performance appraisal by Advinar Technology Pvt. Ltd. in Thiruvananthapuram district.

b) Area of Research

Employee performance appraisal in Advinar Technology Pvt Ltd. in Thiruvananthapuram district is the area of study.

c) Source Data Collection

Primary and secondary data was collected for this study.

d) Primary Data

The Primary Data for this purpose was collected on the basis of field survey. Two questionnaires were prepared for this purpose, and were filled based on interview, free and frank discussions with selected respondents, available relevant literatures of Company / Organisation and through Observation method selected Company / Organisation, to get their valued views / comments / information about the practiced.

e) Secondary Data

To conduct the research, the relevant and concerned books, reports, literatures from various libraries have been referred. Further, important contributions in the subject matter, from various journals, magazines, periodicals, reports, bulletins, survey material, newspapers published in India & abroad were also used for the study.

f) Population of the Study

The population of study was employees in Advinar Technologies Pvt, Ltd. Thiruvananthapuram district. Total population of the study is 800 employees

of Advinar Technologies Pvt, Ltd. in Thiruvananthapuram district.

g) Sampling Design

For collecting primary data, random sampling technique will be employed in the study. The population for this study consists of all employees in Advinar Technologies Pvt, Ltd. Thiruvananthapuram district.

h) Determination of Sample Size

Sample size for this study was determined by using mean method [200]. The mean method defines as number of standard deviations point on a distribution is away from the mean.

i) Sampling Techniques

Random sampling method was used for this study.

VI. METHOD OF DATA COLLECTION

Structured questionnaire was used for collecting the primary data. Questionnaire has three parts first part include Demographic variables of the respondents and second part performance appraisal variables and last part include employee's productivity measurements.

a) Hypothesis of the Study

H0: Null hypothesis: There is no difference gender and opinion about performance appraisal

Null hypothesis: There is no association between opinion about performance appraisal and productivity

Null hypothesis: There is no significance variance between demographic variables and opinion about performance appraisal.

Null hypothesis: There is no significance variance between demographic variables and opinion about performance appraisal.

b) Data Analysis

Null hypothesis: There is no significance variance between demographic variables and opinion about performance appraisal.

Table 1: ANOVA

| | F- value | P-value | Significant value |
|---------------------------------|----------|---------|-------------------|
| Age* performance appraisal | 3.280 | .000 | 0.05 |
| Education*performance appraisal | 4.235 | .000 | 0.05 |
| Salary* performance appraisal | 2.680 | .000 | 0.05 |

Age * performance appraisal

The significance value 0.000 establishes that H1 is rejected and therefore, it can be inferred that there is significant difference between age and performance appraisal. F value is 3.280

Education *performance appraisal

The significance value 0.000 establishes that H1 is rejected and therefore, it can be inferred that there is significant difference between education and performance appraisal. F value is 4.235.

Salary * performance appraisal

The significance value 0.000 establishes that H1 is rejected and therefore, it can be inferred that there is significant difference between salary and performance appraisal. F value is 2.680.

Null hypothesis: There is no difference between gender and opinion about performance appraisal

Table 2

| Chi-Square Tests | | | |
|------------------------------|---------------------|----|-----------------------|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 32.276 ^a | 21 | .055 |
| Likelihood Ratio | 37.286 | 21 | .016 |
| Linear-by-Linear Association | 2.273 | 1 | .132 |
| N of Valid Cases | 200 | | |

The above table shows that the chi square value (Gender and performance appraisal) is 32.276 and the p value is .055 and the degree of freedom is 21. Here the p value is more than 0.05. so, accept H0 and conclude that there is no significance difference between gender and performance appraisal.

Null hypothesis: There is no significance impact of performance appraisal and productivity of Advinar Technologies Pvt.ltd.

Table 3: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1 | .965(a) | .932 | .932 | .22787 |

a. Predictors: (Constant), **Performance appraisal**

Analysis

The Multiple R for the relationship between the set of independent variables and the dependent variable is 0.965, which would be characterized as very strong using the rule of thumb that a correlation less than or equal to 0.20 is characterized as very weak; greater than 0.20 and less than or equal to 0.40 is weak; greater than 0.40 and less than or equal to 0.60 is moderate; greater than 0.60 and less than or equal to 0.80 is strong; and greater than 0.80 is very strong. Table shows the output for model fitness. The R coefficient of 0.965 indicates that the predictors of the model (Performance appraisal)

which has a correlation of 96.5% with the dependent variable of productivity that means there is a very strong relationship between the set of independent variables and dependent variable. The R square also called coefficient of determination of 0.932 indicates that the model can explain 93.2% of the variations in the Performance appraisal and there are other factors which can explain 6.8% of the variations in Performance appraisal. This shows that the independent variables productivity of this study are significant predictors of the Performance appraisal.

Table 4: ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|----------|---------|
| 1 | Regression | 140.649 | 1 | 140.649 | 2708.769 | .000(a) |
| | Residual | 10.281 | 198 | .052 | | |
| | Total | 150.930 | 199 | | | |

a. Predictors: (Constant), **Performance appraisal**

b. Dependent Variable: **Productivity**

Analysis

Table shows that variations in the productivity can be explained by the model to the extent of 2708.769. The F value of the model produces a p-value of 0.000. A p-value of 0.000 is lower than the set level of

significance of 0.05 for a normally distributed data. This means that the model is significant in explaining Performance appraisal.

Table 5: Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .215 | .069 | | 3.121 | .002 |
| | EPA | .907 | .017 | .965 | 52.046 | .000 |

a. Dependent Variable Productivity

The result shows that for the independent variable Performance appraisal, the probability of the t statistic (0.000) for the b coefficient is 0.0 which is lower than the level of significance of 0.05. We reject the null hypothesis and summarize that there is significant relationship between the respondent's perception towards performance appraisal practiced and productivity in IBS

VII. FINDINGS

The study reveals the following facts.

1. The chi square test shows that there is no significance variance between demographic variables (age, education and occupation) and opinion about performance appraisal.
2. The correlation analysis shows that there is association between opinion about performance appraisal and productivity.
3. The chi square test shows that there is no significance difference between gender and performance appraisal.

VIII. SUGGESTION

- ❖ The analysis proved that the IT and ITES employees possess and use—these competencies considered in the study to perform the job/role. But the relationship analysis depicted that, only 9 competencies have a relationship between the employee competency and job/role competency. So, the IT and ITES organization should analyze the competencies possessed by their employees and fully utilize the competencies in the job/role of the employee.
- ❖ When the competency is considered for assessment in the performance appraisal system the employee possess high level of
 - Adaptability and Flexibility
 - Customer Focus of Stress Tolerance
 - Tact o Interpersonal skill and Team Work
 - Leadership
 - Planning and Organizing
- ❖ When the competency is considered for assessment in the performance appraisal system

that depicts that it helps to develop the competency of the employee.

- ❖ The perception of the employees on competencies differs when the competency is considered for assessment in the performance appraisal system and when the competency is not considered for assessment in the performance appraisal system.
- ❖ As the demographic association proves that there is an influence of the demographic variables like age, gender, education, and organization on the competency possessed by employee and the competency required to perform the job/role. The organization should consider these demographic variables when they develop the competency framework model for their organization.
- ❖ The competency framework model suggests that the competency-based job description and competency-based performance management system is important as it leads to a more effective performance of the employees in IT and ITES organizations.

IX. CONCLUSION

The research study was based on the IT and ITES organization in Chennai. There were 21 competencies that was considered for the study and it was proved that the level of competency possessed by the IT and ITES employees of Chennai is moderate. There is a gap that exists between the employee competency, job/role competency and the competency in performance appraisal system. The gap has to be bridged by the organization by training the employees in the competencies and also map the employee's competency to the right job/role where it can be utilized to the fullest extent. This will lead to the effective job performance of the employee. When the competency is considered for assessment in the performance appraisal system it influences the competency possessed by the employee and the competency that is required to perform the job/role. So this is clear that when the employee is aware of the competencies that will be assessed in the performance appraisal system, then the employee will effectively perform in the job/role. Human resource of any organization is the most valuable resource, which the organization cannot afford to waste. The IT and ITES organization should concentrate and

create Human Resource Management system based on competencies. The competency should be interlocked in the entire gamut of Human resource management. The changing scenario in human resource has led to the of competency based human resource management. A successful organization must consider the competency in performance appraisal system for a better performance and development of the employee.

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