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**A STUDY ON THE EFFECTIVENESS OF EMPLOYEES PERFORMANCE
APPRAISAL SYSTEM IN ULTRA TECH CEMENT LTD
ARIYALUR DISTRICT OF TAMILNADU.**



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ABSTRACT

Performance Appraisal is a critical activity for the organizations that are looking for the growth and profit maximization in this ever - increasing competitive environment. The essential components of an effective performance appraisal system consist of understanding its foundations and the essential steps that lay the foundation. Finally lot of brain stroming is required to be done to devise a sound appraisal system by evaluating available techniques and implementation processes. One must remember that performance appraisal (PA) is an inexact human process and it is quite a challenge to actually implement it successfully. Performance appraisal system has gone through a change over a period of time. In the beginning the process was non-transparent and the employee was kept in dark about his performance. Systematic exercise was done in the entire process. The current processes of performance appraisal involve self-appraisal by the employee too. Thus the system has gone through the phase is interactive. Review process with employees is designed in such of appraisals appraise is taken into confidence and the whole process is interactive. Review process with employee is designed in such a way that employees become aware of what is expected from them, receive timely feedback and recognition for their achievements.

This paper attempts to evaluate the performance of the employees in for this purpose, sample of 150 employees was randomly selected. The statistical techniques such as chi-square test and Anova tests were used. Simple percentage method was also used to analyze the data presented in the table formats. The findings are that performance appraisal helps in job promotion formulating a suitable Training and development program to improve the quality of performance, serves as a feed back to the employee serves as a means for evaluating the effectiveness of devices used for the selection and classification of workers.

INTRODUCTION AND RESEARCH DESIGN OF THE STUDY

INTRODUCTION

Performance appraisal is an Integral part of HRM and HRM deals with personnel is personnel is people, “People” is the important and valuable resource that every or institution has in the form of its employees Dynamic people can build dynamic organization. Effective employees can contribute to contribute to the effectiveness of the organization development and organization development Employees require a variety of competencies Knowledge, attitude skills in technical area. Managerial areas behavioral and human relations areas and conceptual area to perform different tasks or function required by their jobs.

HRM aim at constantly the competency requirements of different individual to perform the job assigned to them effectively and provides opportunities for developing these competencies. As IRM deals with humans it is necessary to keep a check on their performance alter regular interval of time given jobs, It is necessary to corrective actions term or there is need to appraisal their performance. The process of appraising for doing their work effectively is known as performance appraisal system.

It is very essential to understand and improve the employee’s performance appraisal is to the basis for HRD. It was viewed that performance appraisal was useful to decide upon employee promotion/ transfer. salary determination and the like its roots in the early 20th century can be traced to Taylor’s pioneering Time and motion studies As distinct and formal management procedure used in the evaluation of work performance appraisal really dates from the time of the second World War not more than 60 years ago Yet in a broader sense the practice of appraisal is a very ancient art in the scale of things historical, it might well lay claim to being the world’s second oldest profession. Performance appraisal measures the qualitative and quantitative aspects of job performance.

“There is a basic human tendency to make judgments about those one is working with, as well as about oneself”. Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclination to judge can create serious motivational, ethical and legal problems in the workplace without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair defensible and accurate. Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified.

Performance appraisal is an exercise they typically do once a year to identify and discuss job-relevant strengths and weaknesses of individuals or work teams. 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 the job demands. Often, the term is confused with effort, but performance is always measured in terms of results and not efforts. Some of the important features of performance appraisal may be captured thus:

- Performance appraisal is the systematic description of an employee’s job relevant strength and weakness.
- The basic purpose is to find out how well the employee is performance the job and establish a plan of improvement.
- Appraisal is are arranged periodically according to a definite plan.
- Performance appraisal is not job evaluations. It refers to how well someone is doing the assigned job.
- Performance appraisal is a continuous process in every large scale organization.

PROFILE OF THE COMPANY

UltraTech Cement Ltd. is the largest manufacturer of grey cement, Ready Mix Concrete (RMC) and white cement in India. It is also one of the leading cement producers globally. UltraTech as a brand embodies 'strength', 'reliability' and 'innovation'. Together, these attributes inspire engineers to stretch the limits of their imagination to create homes, buildings and structures that define the new India. The company has an installed capacity of 66 Million Tonnes Per Annum (MTPA) of grey cement. UltraTech Cement has 12 integrated plants, 1 clinkerisation plant, 17 grinding units and 7 bulk terminals. Its operations span across India, UAE, Bahrain, Bangladesh and Sri Lanka. UltraTech Cement is also India's largest exporter of cement reaching out to meet the demand in countries around the Indian Ocean and the Middle East. In the white cement segment, UltraTech goes to market under the brand name of Birla White. It has a white cement plant with a capacity of 0.56 MTPA and 2 WallCare putty plants with a combined capacity of 0.8 MTPA. With 101 Ready Mix Concrete (RMC) plants in 35 cities, UltraTech is the largest manufacturer of concrete in India. It also has a slew of speciality concretes that meet specific needs of discerning customers.

Our Building Products business is an innovation hub that offers an array of scientifically engineered products to cater to new-age constructions. Aerated Autoclaved Concrete (AAC) blocks are economical, light-weight blocks ideal for high-rise buildings, while Dry Mix Products include waterproofing, grouting and plastering solutions designed for faster completion of projects. The retail format of UltraTech Building Solutions offers a wide range of construction products to the end customers under one roof. With a significant presence in the grey and white cement, concrete and building products segments as well as providing 360 degree building solutions, UltraTech is the one-stop shop for every primary construction need. Its meteoric rise as India's largest cement brand reflects on the organisation's focus on cutting edge technology, research and technical services. UltraTech Cement provides a range of products that cater to the various aspects of construction, from foundation to finish. These include:

- Ordinary Portland Cement, Portland Blast Furnace Slag Cement and Portland Pozzalana Cement under grey cement
- White cement, WallCare putty and white cement based products under Birla White
- Ready Mix Concrete and a range of specialty concretes with specific functional properties under UltraTech Concrete
- AAC blocks, waterproofing solutions, grouting solutions and plastering solutions under UltraTech Building Products

UltraTech's subsidiaries are Dakshin Cements Limited, Harish Cement Limited, Gotan Limestone Khauj Udyog Private Limited, Bhagwati Limestone Company Private Limited, UltraTech Cement Lanka (Pvt.) (Ltd.), UltraTech Cement Middle East Investments Limited, PT UltraTech Mining Indonesia and PT UltraTech Investments Indonesia. UltraTech's parent company, the Aditya Birla Group, is in the league of

Fortune 500 companies. It employs a diverse workforce comprising of 120,000 employees, belonging to 42 different nationalities across 36 countries. The Group has been ranked number 4 in the global 'Top Companies for Leaders' survey and ranked number 1 in Asia Pacific for 2011. 'Top Companies for Leaders' is the most comprehensive study of organisational leadership in the world conducted by Aon Hewitt, Fortune Magazine and RBL (a strategic HR and Leadership Advisory firm). The Group has topped the Nielsen's Corporate Image Monitor three years in a row -- 2012-13, 2013-14 and 2014-15 as the number 1 corporate, the 'Best in Class'.

STATEMENT OF THE PROBLEM

Much of literature dealing with Human Resource Management and its issues recognize the importance of performance appraisal system which occurs in the organization. All organizations faces the problem of directing the energies of their staff to the task of achieving business goals and objectives. In doing so organization need to devise means to influence and channel the behaviors of their employees so as to optimize their contributions. Performance appraisals constitute one of the major management tools employed in this process.

The continuous evolution of organization towards the changes creates a great impact in the life of the business still the business leaders are relying on the capacity of the people and their performance towards their job and roles in the organization. Whether a profitable of non – profitable organization, the people has been essential resources in the organization. Various strategies had been effectively used for the employee according to their different needs and areas that needs to sustain.

However there is a little attention given in enchancing the employee performance appraisal system. The present study was under taken to clarify certain questions related to the care phase of performance appraisal through regular assessment of progress toward goals focus the attention and efforts of an employee or a team.

OBJECTIVES OF THE STUDY

- To find out whether the employees are satisfied with the present appraisal and to help the management plan for a better appraisal in the future.
- To assess the overall perception of the employee about the performance appraisal in the organization.
- To study the full potential of the employees to the job.
- To study the relationship between supervisor and sub-ordinates in the light of performance appraisal system.

SCOPE OF THE STUDY

- This study provide appraisal feedback to employees and thereby serve as vehicles for personal and career development and allow the management to take effective decision against drawbacks for the well being of the employee's development.
- To improve employee work performance by helping them realized and use their full potential in carrying out their firms mission.

- The main aim of the study is to find out the effectiveness of performance appraisal & development programme conducted at Ultra tech cement Ltd Engineers.
- This study helps to know the level of importance of appraisal system.
- The payroll and compensation decision training and development needs, promotion, demotions transfer including job analysis and providing superior support. Assistance and counseling.
- It considers both the job performance as well as the personal qualities of an employee.

RESEARCH METHODOLOGY

Research Design

The researcher studies based a diagnostic research design, which are generally descriptive in nature and describe the cause - effect relationships. This study describes the employees' opinion towards the performance appraisal system.

Data Collection

Primary data

The methods used for its collection are personal discussion & questionnaire etc.

The method used in collecting primary data in my research was personal discussion with the help of a questionnaire. In this I asked a set of predetermined questions in a predefined order, the answers given by the respondents were used to fill up the questionnaire.

Secondary data

Secondary data consists of information that already exists some- where and was collected for another purpose, which may not be the same as the purpose of research.

The secondary data provide a starting point for research and offer advantage of low cost and ready availability.

Sample Design

A sample of 150 respondents was taken from the population using simple Random sampling.

Sampling Area

The research undertook this research on the various department of ultra tech cement factory at Ariyalur district of Tamilnadu.

Statistical tools used

- Percentage analysis
- Chi- square test

LIMITATIONS OF THE STUDY

The study has been conducted inside a time limit of 2 months and they may not be exhaustive. It was comparatively difficult to get response from the employees because of their responsibilities and busy schedule. This because of their responsibilities and busy schedule. This made it difficult for some to co-operate. This research is based on the perception of the employees concerned. As the survey is conducted at the work place of employees some of the respondents were hesitant to give correct information.

REVIEW OF LITERATURE

John P Wilson and Steven western discussed research conducted into some of the potential inhibitors which can reduce the effectiveness of a hospital performance appraisal system in relation to training and development plans. Takes as its perspective the views of the appraises which counter the more usual overview of the appraises which counter the more usual overview of the appraises which counter the more usual overview provided by managers and other commentators

Mark R.Edwards, (1996) mentioned that intelligence gathered from multiple sources enhances both internal and external customer service note also that multi – source assessment or 360 degree feedback enhances information quality provides specific performance feedback and targets developmental areas Uses findings from the experience of a variety of organizations which have implemented multi source assessment to support these beliefs Suggests that this form of marketing research targeted to each person facilitates performance improvement by providing strong motivation to take Note that optimizing performance and customer service relies on accurate information citing the provision of such information as the strength as the strength of 360

Deborach F.Bocie, Brian H.Kleiner, (1997) said that effective performance appraisal systems help to create a motivated and committed workforce. To be effective they require the support of top management to show their commitment and to translate organizational goals and objectives into personalized employee specific objectives. Explains a framework for the implementation of performance appraisal and in particular the need for appropriate training for supervisors, raters and employees, a system for the frequent review of performance, accurate record keeping a clearly defined measurement system and a multiple rater group to perform the appraisal.

According to **Charles Parker**, (2000) everything mankind has and will have in the future is and will be the result of people’s ideas. Ideas are derived not only from people of above average intelligence, but also from those of average intelligence some of the more progressive companies in the history of modern management realized the potential value of their employees ideas for the improvements in the general functioning of their organizations. They have realized that idea power is most tremendous human force in the resources they manage with flexibility in terms of the services they provide.

Melissa Tuytens, Geert Devos (2012) examined the role of both characteristic of the teacher performance appraisal system and the school leader for procedural justice and perceived feedback utility by teacher performance appraisal system significantly influences the perceived procedural justice by teachers which in its turn significantly influences the perceived feedback utility.

Kilbourne, Susan (2007) presented report on ‘Performance Appraisals – a step in a comprehensive staff supervision model’. Performance reviews while stressful can prepare employees for the next stages of their career. The best performance reviews are those where the supervisor knows the employee’s skills and talents and offers suggestions on how to use those talents to develop other areas of job performance and professional growth.

DATA ANALYSIS AND INTERPRETATION
Table No. 1
SOCIO – DEMOGRAPHICAL OF THE RESPONDENTS

Sl.No	Factors	Category	No of Responatevts	Percentage
1.	Age	Below 21 Years	06	
		21- 30 Yrs	70	
		31 – 40 Yrs	52	
		above 40 yrs	22	
		Total	150	
2.	Gender	Male	90	
		Female	60	
		Total	150	
3.	Educational Qualification	School Level	25	
		Degree diploma level	80	
		Post graduate	30	
		Others	15	
		Total	150	
4.	Monthly Income	Upto Rs, 10000-20000	62	
		Rs. 20000-30000	40	
		Above – Rs. 30000	28	
			20	
		Total	150	
5.	Matital Staturus	Married	110	
		Unmarried	40	
		Total	150	
6.	No of Children	0	02	
		1	08	
		2	70	
		3	40	
		above 3	20	
		Total	150	
7.	Year of Experience	Between Yrs	05	
		5-6 Yrs	25	
		6-7 Yrs	45	
		Above 7 Yrs	75	
		Total	150	

Table No.2
Opinion on Method of Appraisal

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Traditional	39	26.00
2.	Modern	111	74.00
	Total	150	100.00

Source:Primary Data

The method of appraisal of the company is significant to provide the good atmosphere inside the organization. Out of the total respondents. 74 per cent of them have opined that there is a modern method of appraisal and 26 per cent of them have opined that there is a traditional method.

Table No.3
Opinion on Standard Fixed for Appraisal.

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Yes	72	48.00
2.	No	78	52.00
	Total	150	100.00

From the above table, it is noted that out of the total respondent, 52 per cent of the respondents have said that there is no fixed standard for appraisal and 48 per cent of them have said that there is a fixed standard for appraisal in the company.

Table No.4
Opinion on the Comparison of standard with actual performance

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Yes	129	86.00
2.	No	21	14.00
	Total	150	100.00

Out of the total, 86 per cent of the respondents have opined that there is a system of comparison of standard with actual performance and 14 per cent of the respondents have opined that there is no system of comparison of standard with actual performance.

Table No. 5
Opinion on the rewards for performance

S.No.	Method of appraisal	No.of respondents	Percentage of respondents
1.	Yes	18	12.00
2.	No	132	88.00
	Total	150	100.00

From the above table, it is noted that out of the total respondents, 88 per cent of them have opined that there are no awards and rewards for their performance. But 12 per cent of them have opined that there are the awards and Rewards for the performances.

Table No.6
Level of satisfaction regarding the appraisal

S.No.	Level of Satisfaction	No.of Respondents	Percentage of Respondents
1.	Highly Satisfied	9	6.00
2.	Satisfied	87	58.00
3.	Neurtal	18	12.00
4.	Dissatisfied	12	8.00
5.	Highly Dissatisfied	24	16.00
	Total	150	100.00

Source : Primary Data

From out of the total respondents regarding the satisfaction of appraisal system, the maximum of 58 per cent of them were satisfied and 28 per cent of them dissatisfied. 16 per cent of them were highly dissatisfied and 6 per cent of them were highly satisfied. Only 12 per cent of them have shown their neutral position.

Table No. 7
Opinion on the attitudes towards the appraisal system.

S.No	Opinion on the Attitudes	No. of - Respondents	Percentage of Respondents
1.	Excellent	9	6.00
2.	Good	57	38.00
3.	Moderate	75	50.00
4.	Bad	6	4.00
5.	Very Poor	3	2.00
	Total	150	100.00

Source : Primary Data

Out of the total, 50 per cent of the respondents attitudes are moderate towards the appraisal system, 38 per cent have said that they are good and 6 per cent of them have opined excellent. But 4 per cent of them have expressed that the system is bad and 2 per cent of them have said very poor.

Table No. 8
Opinion on the emotional stability of the respondents

S.No.	Opinion on the emotional stability	No.of Respondents	Percentage of Respondents
1.	Excellent	6	4.00
2.	Satisfactory	135	90.00
3.	Unsatisfactory	9	6.00
	Total	150	100.00

Soucre : Primary Data

Out of the total, 90 per cent of the respondents have said that they have emotional stability which is satisfactory. 6 per cent of them have said that they have unsatisfactory opinion and only 4 per cent have opined that they have excellent emotional stability.

Table No. 9
Opinion on the feelings about the co-operation

S.No	Opinion on feeling about Co-operation	No.of Respondents	Percentage of Respondents
1.	Excellent	42	28.00
2.	Satisfactory	93	62.00
3.	Unsatisfactory	15	10.00
4.	Total	150	100.00

Source : Primary Data

From the above table it is noted that 62 per cent of the respondents have satisfactory feelings about the co-operation, 28 per cent of them have said excellent co-operation and only 10 per cent of them have said unsatisfactory co-operation.

Table No. 10
Opinion on the grievances handling procedures of the organization.

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Excellent	12	8.00
2.	Satisfactory	72	48.00
3.	Unsatisfactory	66	44.00
	Total	150	100.00

Source : Primary Data

From the above table it is understood that 48 per cent of the respondents have satisfactory opinion 44 per cent of them have unsatisfactory opinion and 8 per cent of them have excellent opinion about the grievances handling procedures of the organization.

Table No. 11
Opinion on the method of ranking

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Individual	81	54.00
2.	Group	69	46.00
	Total	150	100.00

Source : Primary Data

From the above table it is understood that 54 per cent of the respondents have opined that method of ranking is individual and 46 per cent of them have opined that it is group- ranking method.

Table No. 12
Opinion on the promotional strategies on the basis of performance

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Excellent	6	4.00
2.	Satisfactory	17	78.00
3.	Unsatisfactory	27	18.00
	Total	150	100.00

Source : Primary data

The above table shows that 78 percent of the respondents have opined that there is a satisfactory level 18 per cent have opined unsatisfactory level and 4 per cent of them have opined excellent level of promotional strategies on the basis of performance.

Table No. 13
Opinion on the need of training for the good performance

S.No.	Method of Appraisal	No.of Respondents	Percentage of Respondents
1.	Yes	129	86.00
2.	No	21	14.00
	Total	150	100.00

Source : Primary Data

From the above table, it is noted that 86 per cent of the respondents have accepted to have training further for good performance and 14 per cent of them have not accepted.

Calculation of X^2 value

O	E	O-E	(O-E)	(O-E) ² /E
4	4.32	-0.32	0.1024	0.0237
2	2.70	-0.70	0.4900	0.1815
3	1.98	+1.20	1.0404	0.5255
46	41.76	+4.24	17.9776	0.4305
30	26.10	+3.90	15.2100	0.5828
11	19.14	-8.14	6.2596	3.4618
6	8.64	-2.64	6.9696	0.8067
4	5.40	-1.40	1.9600	0.3630
8	3.96	+4.04	16.3216	4.1216
3	3.60	-0.60	0.3600	0.1000
5	2.64	+2.36	5.5696	2.1097
12	11.52	+0.48	0.2304	0.0200
6	7.20	-1.20	1.4400	0.2000
6	5.28	+0.72	0.5184	0.0982
				3.5628

The calculated value of χ^2 = 13.5628
 Degree of freedom = (c-1) (r-1)
 = (5-1) (3-1)
 = 4 x 2 =8

The table value for 8 degrees of freedom at 5% significance level = 15.507

The calculated value of χ^2 is less than the table value of 15.507. Hence the hypothesis is accepted. Thus the researcher has concluded that there is no significant relationship between the level of satisfaction and experience.

Table No.14

Chi Square Test - 2 : Relationship between the nature of work and the emotional stability.

Emotional Stability Nature	Excellent	Satisfactory	Unsatisfactory	Total
General	1	16	1	18
Individual	3	67	5	75
Group	2	52	3	57
Total	6	135	9	150

Null hypothesis

There is no significant relationship between the nature of work and the emotional stability

Alternative hypothesis (H_1)

There is no significant relationship between the nature of work and the emotional stability

O	E	O-E	[O-E] ²	[O-E] ² /E
1	0.72	+0.28	0.0784	0.1089
3	3.00	0	0	0
2	2.20	-0.28	0.0784	0.3439
16	16.20	-0.20	0.0400	0.0025
67	67.50	-0.50	0.2500	0.0037
52	51.30	+0.70	0.4900	0.0096
1	1.08	-0.08	0.0064	0.0059
5	4.50	+0.50	0.2500	0.0556
3	3.42	-0.42	0.1764	0.0156
				0.5817

The calculated value of $\chi^2 = 0.5817$

Degrees of freedom = [r-1] [c-1]
 = [3-1] [3-1]
 = 2x2=4

The table value for 4 degrees of freedom at 5% significant level = 9.488

The calculated value of χ^2 is less than the table value of 9.488. Hence the hypothesis is accepted. Thus, it is concluded that, there is no significant relationship between the nature of work and the emotional stability.

Table No. 15

Anova Test

Satisfaction	Highly	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
Below 5 years	4	46	6	4	12	72
6-10 years	2	30	4	3	6	45
11 years and above	3	11	8	5	6	33
Total	9	87	18	12	24	150

Squares

	Highly	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
Below 5 years	16	2116	36	16	144	2328
6-10 years	4	900	16	9	36	965
11 years and above	9	121	64	25	36	255
Total						3548

$$\text{Correction factor} = \text{C.F.} = \frac{G^2}{N} = \frac{150^2}{15} = 1500$$

$$\text{Total sum of squared} = \text{TSS} = 3548 - \text{C.F.}$$

$$3548 - 1500 = 2048$$

$$\text{Column sum of squares} = \text{CSS} = \left[\frac{72^2}{5} + \frac{45^2}{5} + \frac{33^2}{5} \right]$$

$$= 1659.6 - 1500$$

$$= 159.6$$

$$\text{Sum of squares due to Error} = \text{SSE} = \text{TSS} - \text{CSS}$$

$$= 2048 - 159.6$$

$$= 1888.8$$

Source of Variation	Degrees of freedom	Sum of squares	Mean sum of squares
Between experience	$r-1=3-1=2$	159.6	$\frac{159.6}{2}=79.8$
Error	$n-c=15-3=12$	1888.8	$\frac{1888.8}{12}= 157.4$

$$F = \frac{157.4}{79.8}$$

$$=1.97$$

The table value of F for [12, 2] d, f at 5% level of significance is 19.4.

Since the calculated of F is less than the table value of F, the hypothesis is accepted.

Table No.16
Anova Test 2

Nature	Excellent	Satisfactory	Unsatisfactory	Total
General	1	16	1	18
Individual	3	67	5	75
Group	2	52	3	57
Total	6	135	9	150

Squares

Nature	Excellent	Satisfactory	Unsatisfactory	Total
General	1	256	1	258
Individual	9	4489	25	4523
Group	4	2704	9	2717
Total				7498

$$\text{Correction factor} = \text{C.F.} = \frac{G^2}{N} = \frac{150^2}{9} = 2500$$

$$\text{Total sum of squared} = \text{TSS} = 7498 - \text{C.F.}$$

$$7498-2500 =4998$$

$$\text{Column sum of squares} = \text{CSS} = \left[\frac{18^2}{3} + \frac{75^2}{3} + \frac{57^2}{3} \right]$$

$$= 3066 -2500$$

$$= 566$$

$$\text{Sum of squares due to Error} = \text{SSE} = \text{TSS} - \text{CSS}$$

$$= 4998-566$$

= 4432

Source of Variation	Degrees of freedom	Sum of squares	Mean sum of squares
Between experience	$r-1=3-1=2$	566	$\frac{566}{2}=283$
Error	$n-c=9-3=6$	4432	$\frac{4432}{6} = 738.67$

$F = \frac{738.67}{283}$

=2.61

The table value of F for [6, 2] d, f at 5% level of significance is 19.3. The calculated of F is less than the table value of F. Hence the hypothesis is accepted.

FINDINGS

- Most of the respondents belongs to the age group of 21-30 years.
- Most of the respondents belong to the male categories
- Most of the respondents belong to under graduate/ diploma level of education qualification.
- Majority of the respondents up to Rs.1000 Majority income category.
- Most of the respondents belongs to the married category.

SUGGESTIONS

- The present appraisal system in the organization is good. but the employees expect to give opportunities of job rotation job enrichment and promotion because the employees felt boredom for performing the same job.
- Innovation and creativity thinking of employees should be encouraged by the organization. It helps to motivate the employees to perform better.

CONCLUSION

In some organizations performance appraisal (PA) and performance management systems are treated as unnecessary or routine job. But the evaluation of employee's job performance is vital human resources function and of critical importance to the organization. In work organizations performance measurement typically takes place in the form of formal performance appraisals, which measure worker performance in comparison to certain predetermined standards. Performance appraisals serve many purposes for the individual worker, for the worker's supervisor and for whole organization.

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