

Performance Appraisal System in Vijay Garments Ltd, Chennai

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Received 05 November 2018 ▪ Revised: 23 November 2018 ▪ Accepted: 02 December 2018

Abstract: The study carried out at VIJAY GARMENTS LIMITED focusing on evaluating the performance appraisal system of the employees and to find out the role of the organization in updating the performance of the employees. Analysis of the study can be helpful for the development of the organization. The scope of the study is clear as we analyse the performance of the employees to enrich their job and to make the job more interesting and challenging. Evaluation of performance of the individual employee in the organization is essential for their development and also for the uplift of the employees. Through this performance appraisal system, performance of the individual employee can be evaluated and provided feedback for the development. The study includes research methodologies, it comprises descriptive research, stratified random sampling and the study is taken for a period of six months. Due to the limitations of the study the sample size is taken as 125 Employees. From the study it is found that nearly half of the employees of Vijay Garments Limited are satisfied with the present performance appraisal system provided by the organization and management may be co-operative with subordinate and targets should be clearly communicated and proper guidance is to be provided.

INTRODUCTION

The performance appraisal is a method of evaluating the behavior of employees in the work spots, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of the accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands often in the terms of results and not efforts. Performance appraisal is a systematic evaluation of present and potential capabilities of personal and employees by their superiors or a professional from outside. It is a process of collecting, analyzing and evaluating data relative to job behavior and results of individuals. It is a process of estimating or judging the value, excellent qualities or status of a person. At the time of designing a job and formulating a job description, performance standards are usually developed for the position. These standards should be clear and not vague and objective enough to be understood and measured.

OBJECTIVES OF THE STUDY

- To study on evaluation of performance appraisal in Vijay garments limited.
- To identify whether the Employees are satisfied with the present appraisal system.
- To find out short comings and suggest suitable measures to improve the performance appraisal system adopted in Vijay garments limited.

COMPANY PROFILE

Vijay Garments Ltd. (VGL) has emerged as a renowned Manufacturer & Exporter of Readymade Garments in India. Incorporated in 1988, Vijay clothes nowadays has 2 progressive producing facilities in urban center, comprising of over 750 sewing machines spread across 1,00,000 sq. ft. and employing over 1500 personnel. Over the years, VGL has earned the reputation of delivering 'Right Quality in Right Time'. VGL produces Bottoms, Tops and Outer Wear for Men, Women and Children in all fabrics like 100% polyester, 100% Nylon, cotton/ nylon, Poly/ Viscose, Poly/ cotton, 100% cotton and Denim. Their fabric

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resources are strong and dealing with lot of overseas mills as per their customer's requirements. They are also doing production based on fabric from Indian mills, power loom and auto loom weaving centers.

REVIEW OF LITERATURE

Douthitt and Aiello (2001) reported that employee participation (providing input related to the expression of work process preferences) had a positive impact on perceptions of procedural justice. However, they showed that the ability to control the computer monitoring (if it was on or off) did not significantly influence perceptions of justice. Their findings suggest that various forms of control (decision and process) may partially determine the perceived fairness of performance appraisal systems. According to Angelo S. DeNisi and Robert D. Pritchard (2006) "Performance Appraisal" could be a separate, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Furthermore, it is an evaluation process, in that quantitative scores are often assigned based on the judged level of the employee's job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated.

DATA ANALYSIS AND INTERPRETATION

Table 1: Distribution of employees based on department

Department	No of respondents	Percentage (%)
Cutting	25	20
Production	25	20
Final Control	25	20
Maintenance	25	20
Quality Assurance	25	20
Total	125	100

Interpretation

From the above table it is inferred that 20% employees are from cutting, 20 % production, 20 % final control, 20 % maintenance and 20 % Quality assurance departments.

Table No.2 Awareness of employees regarding performance appraisal system

Opinion	Respondents	Percentage (%)
Yes	106	84.8
No	19	15.2
Total	125	100

Interpretation

From the above table it is interpreted that 84.8 % employees are aware of performance appraisal system adopted in the organization, 15.2 % employees are not aware of performance appraisal system adopted in the organization.

Table 3: Performance appraisal system helps to identify strengths and weakness

Opinion	No of respondents	Percentage (%)
Strongly agreee	12	9.6
Agree	66	52.8
Neither agree nor disagree	31	24.8
Disagree	6	4.8
Strongly disagree	10	8
Total	125	100

Interpretation

From the above table it is revealed that 52.8% employees agree that the performance appraisal system helps to identify strengths and weakness, 24.8% employees neither agree nor disagree with this, 9.6% respondents were strongly agreed, 8% respondents strongly disagreed and 4.8% respondents disagreed.

Table 4: Opinion of employees regarding any abnormality/disparity in performance appraisal system

Opinion	Respondents	Percentage (%)
Yes	45	36
No	80	64
Total	125	100

Interpretation

From the above table it is inferred that 64% employees have not observed any abnormality/disparity in performance appraisal system and 36% employees have observed any abnormality/disparity in performance appraisal system. Hence majority of the employees opined that there is no abnormality or disparity in performance appraisal system.

Table 5: Opinion of respondents whether promotions, removals and punishments based on performance appraisal

Opinion	Respondents	Percentage (%)
Yes	90	72
No	35	28
Total	125	100

Interpretation

From the above table it is inferred 72% employees stated that promotions, removals and punishments are based on performance appraisal and 28% employees revealed that promotions, removals and punishments are not based on performance appraisal.

WEIGHTED AVERAGE

AIM : To find out the overall assessment of employees through performance appraisal system in various departments.

Opinion	Very good	Good	Average	Poor	Very poor	Total
Department						
Cutting	4	6	10	3	2	25
Production	4	7	9	4	1	25
Quality Assurance	0	14	9	1	1	25
Maintenance	0	8	15	1	1	25
Final Control	2	11	11	1	0	25
Total	10	46	54	10	5	125

CALCULATION OF WEIGHTED AVERAGE

Opinion	X	Very good (5)	Good (4)	Average (3)	Poor (2)	Very Poor (1)	Total	W.A
Department								
Cutting	W	4	6	10	3	2	25	3.28
	WX	20	24	30	6	2	82	
Production	W	4	7	9	4	1	25	3.36
	WX	20	28	27	8	1	84	
Quality Assurance	W	0	14	9	1	1	25	3.44
	WX	0	56	27	2	1	86	
Maintenance	W	0	8	15	1	1	25	3.20
	WX	0	32	45	2	1	80	
Final Control	W	2	11	11	1	0	25	3.56
	WX	10	44	33	2	0	89	

WEIGHTED AVERAGE RANK

Department	Weighted Average	Rank
Cutting	3.28	4
Production	3.36	3
Quality Assurance	3.44	2
Maintenance	3.20	5
Final Control	3.56	1

INTERPRETATION

From the above table it is inferred that Final control department ranked 1 for overall assessment about performance appraisal system followed by Quality assurance ranked 2, Production department ranked 3, Cutting Department ranked 4 and Maintenance Department ranked 5.

FINDINGS

- 52.8% respondents agree that the performance appraisal system helps to identify strengths and weakness.
- 40% respondents mentioned the relationship between with their colleagues and superiors is fair.
- 52% employees are satisfied with present promotion system.
- 64% respondents have not observed any abnormality/disparity in performance appraisal system.
- 72% respondents opinioned that the supervisors are giving proper feedback after performance appraisal.
- 40% respondents suggested both training and counseling as corrective action to be adopted by management when performance is poor.

SUGGESTIONS AND RECOMMENDATIONS

- Management may be co-operative with subordinate and targets should be clearly communicated and proper guidance is to be provided.
- Modern methods should be introduced for the development of the employees. These measures enable the employee to perform well and achieve his targets.
- Training and Counseling should be given to the employees to realize their skill sets and performance.
- An effective performance appraisal system which facilitates mutual goal setting and feedback should be designed.
- The management may appoint a reviewing officer so as to reduce bias in appraising employees' performance.
- Performance management system should be implemented.
- The future research "A study on Performance Management System" is recommended. Performance management process in an organization is a key function which directly impacts the career of an employee in the company. The performance management system goes beyond evaluation of performance it gives importance to setting of goals, mid-course performance coaching or feedback and final evaluation.

CONCLUSION

From the study it is found that nearly half of the employees of Vijay Garments Limited are satisfied with the present performance appraisal system provided by the organization. The present system needs modification management may implement 360-degree performance appraisal system. The present system does not provide opportunity for review discussion with the supervisor. Through the study we come to know that the employees need to have review discussion with the supervisor. The present appraisal system can be more effective to evaluate the employees if the review and discussion with the supervisor is added to it. Therefore in order to have more effective one, the existing system needs further modification. Implementation of these suggestion and recommendation may help in making the performance appraisal system more effective and purposeful.

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