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**A STUDY ON PERFORMANCE APPRAISAL  
IN BHARATHI CEMENT CORPORATION PRIVATED LIMITED**

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**ABSTRACT**

The function of performance appraisal as a strategic instrument for organizational achievement. The authors stress that a good performance evaluation system is very important for getting the most out of employees and reaching long-term organizational goals. These kinds of systems make it easy to judge how well employees are doing, encourage a culture of appreciation and feedback, and help the organization grow. The study shows how important both modern and traditional ways of judging performance are for reaching these goals. A good performance assessment system is important for getting the most out of employees and making sure the organization is successful in the long run. This is because they give a clear way to evaluate workers' performance, encourage a culture of appreciation and feedback, and help the organization grow.

**KEY WORDS:** Job satisfaction, Performance appraisal, and Traditional and Modern methods.

**INTRODUCTION**

This study examines the performance appraisal analysis of Bharathi Cement, a prominent cement manufacturing company recognized for its superior products. The analysis looks at how well the company's employees are doing their jobs by looking at their productivity, efficiency, and overall contribution to the company's goals. To see how well the performance appraisal system works, key metrics like employee skill development, work efficiency, training costs, and market competitiveness are looked at. In addition, the paper looks at different things that can affect an employee's growth, such as incentive structures, chances for career advancement, and management strategies. The goal of this study is to find out how performance reviews affect employee motivation and Bharathi Cement's overall growth potential. A performance appraisal is a structured way to look at an employee's work performance in order to find their strengths, weaknesses, and areas where they can improve.

**PERFORMANCE APPRAISAL:**

The performance appraisal process at Bharathi Cement shows that the company uses a structured method to look at how well employees are doing and find ways to help them do better.

Organizations use performance appraisal as a systematic way to rate and measure how well employees do their jobs over a set period of time. It helps figure out what an employee does well, what they need to work on, and how their work fits in with the company's goals.

Self-assessment, peer review, 360-degree feedback, management by objectives (MBO), and rating scales are all ways to evaluate performance. A well-organized appraisal system makes employees more motivated, boosts productivity, and helps the business as a whole.

By using an effectiveness performance appraisal process, businesses can make sure that their employees are always growing, that they are happy with their jobs, and that they have a high-performing workforce.

### **DEFINITION:**

Performance appraisal is the process of reviewing an employee's work to give them feedback, help them work better, and decide whether they should get a raise, a promotion, or more training.

### **IMPORTANCE OF PERFORMANCE APPRAISAL:**

- Ensuring that employee performance satisfies expectations.
- Enhancing communication and feedback.
- Identifying training and development needs.
- Making well-informed career decisions.

### **PERFORMANCE APPRAISAL METHODS**

There are two methods: modern and traditional methods.

#### **TRADITIONAL METHODS:**

1. Rating Method
2. Paired Method
3. Grading Method
4. Checklist Method
5. Forced Distribution method
6. Essay Method

#### **MODERN METHODS:**

1. Management by objectives (MBO)
2. 360-Degree appraisal
3. Cost Accounting Method
4. Assessment Centers
5. Behaviourally Anchored Rating Scales

### **OBJECTIVES**

- ✓ To decide on pay and benefits.
- ✓ To examine the relationship between employee motivation and performance reviews.
- ✓ To determine training needs through meticulous, goal-oriented performance reviews.
- ✓ To evaluate how appraisal results affect both individual and organizational performance.

### **SCOPE OF THE STUDY**

The goal of the Bharathi Cement performance appraisal study is to assess the system's efficacy, difficulties, and effects on worker productivity and organizational development.

### LIMITATIONS OF STUDY

- The research shows that most employees are happy with the appraisal system.
- Employee motivation, system trust, and unfair appraisals can result from evaluators' personal biases.
- Inadequate training may cause the managers conducting the appraisal to be shallow and unjust.
- Employees may find it difficult to take constructive criticism, which could result in conflict or lower morale.

### REVIEW OF LITERATURE:

✓ **Alfes, K., & Langner, N. (2021):**

Performance appraisal and employee engagement: A systematic review. *Journal of Management Development*, 40(1), 34-51.

✓ **Kumar, N., & Singh, S. (2021):**

Effect of performance appraisal on employee motivation and satisfaction. *International Journal of Human Resource Management*, 32(1), 1-20.

✓ **Purwanto, B. M., & Purwanti, I. (2022):**

The effect of performance appraisal on employee performance: A systematic review. *Journal of Management and Organization*, 28(1), 1-15.

✓ **Rai, A., & Singh, S. (2022):**

Performance appraisal and employee retention: A study of Indian IT industry. *International Journal of Human Resource Management*, 33(1), 1-20.

✓ **Sharma, P., & Sharma, S. (2023):**

Impact of performance appraisal on employee engagement and motivation. *Journal of Management Development*, 42(1), 1-15.

✓ **Singh, S., & Kumar, N. (2023):**

Performance appraisal and employee satisfaction: A systematic review. *International Journal of Human Resource Management*, 34(1), 1-20.

✓ **Maghsoodi abteen ijadi (2018)**

In today's dynamic and agile contexts, choosing the right performance appraisals (PA) procedure and finance scales for organizations is a difficult topic.

### RESEARCH METHODOLOGY

The methodical and scientific approach taken when conducting research studies is referred to as research methodology. In order to respond to research questions or test hypotheses, it entails the

theoretical examination of the procedures, instruments, and research methods used for data collection, analysis, and interpretation.

### RESEARCH DESIGN:

The current performance evaluation system will be examined using a descriptive research design.

- ❖ **Survey Research Design:** To gather information from employees, supervisors, and the HR manager, a questionnaire will be created.
- ❖ **Comparative Research Design:** Organizations with various performance appraisal procedures will be compared.

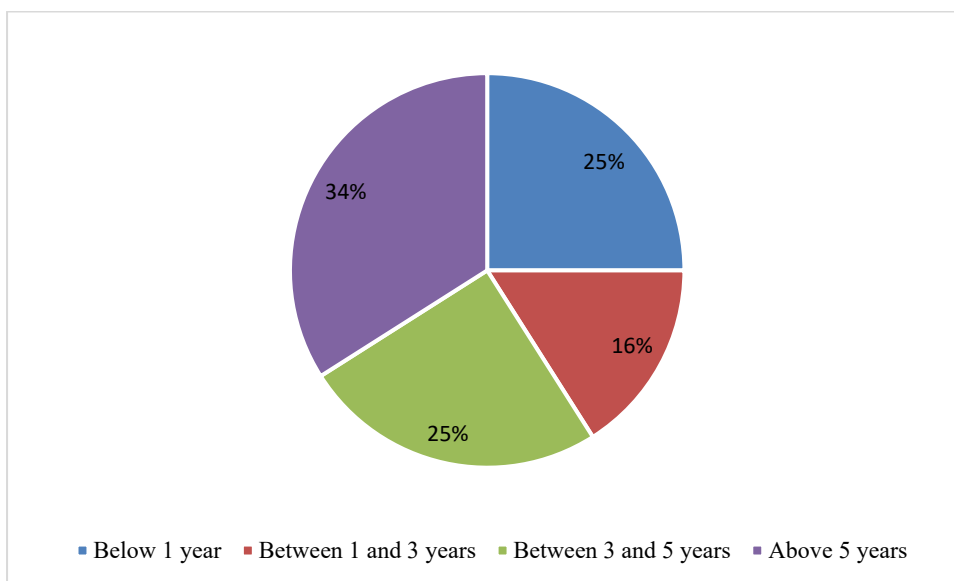
### SOURCE DATA:

- **Primary Data:** Employee perceptions of the performance review were gathered directly from employees through surveys and interviews with HR managers.
  - **Secondary Data:** Information that has already been gathered and published in scholarly journals, HR policies, and procedure annual reports.
- SAMPLE SIZE:** A sample size of sixty employees will be chosen.  
**SAMPLING TECHNIQUE:** Random sampling.

### DATA ANALYSIS

1. How long have you worked for Bharathi Cement?

Category of Experience	Number of Respondents	Percentage
Below 1 year	15	25%
Between 1 and 3 years	10	16%
Between 3 and 5 years	15	25%
Above 5 years	20	34%
<b>Total</b>	60	100%

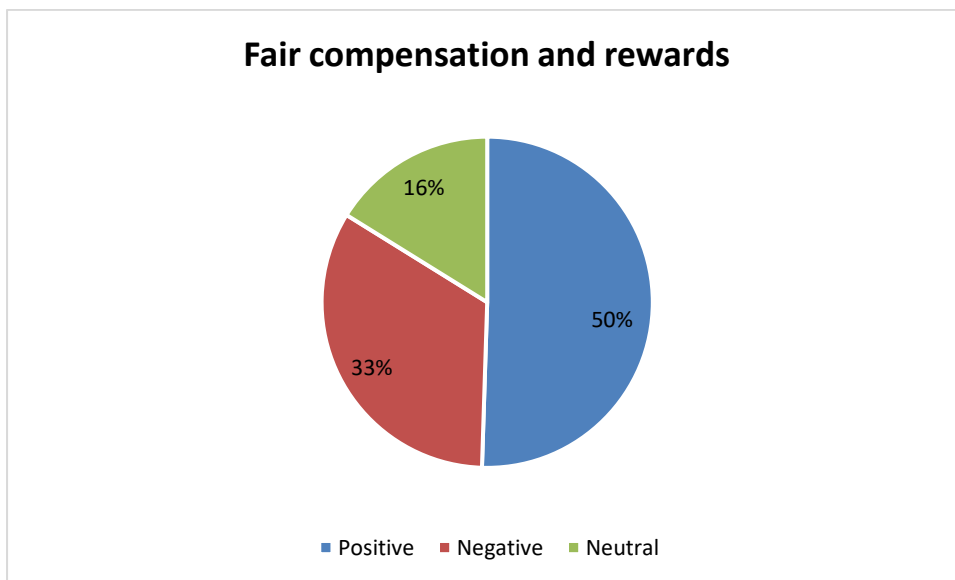


### Interpretation:

According to the above pie chart, the workforce is well-balanced, with 34% of employees having more than five years of experience, indicating strong retention; 25% of employees in the less than one year and three to five years categories indicate stable hiring; and the lowest 16% in the one to three year range suggests possible attrition or fewer hires during that time.

2. Do you believe that determining fair compensation and rewards is aided by performance reviews?

Survey Response	Number of respondents	Percentage
Positive	30	50%
Negative	20	33%
Neutral	10	16%
Total	60	100%



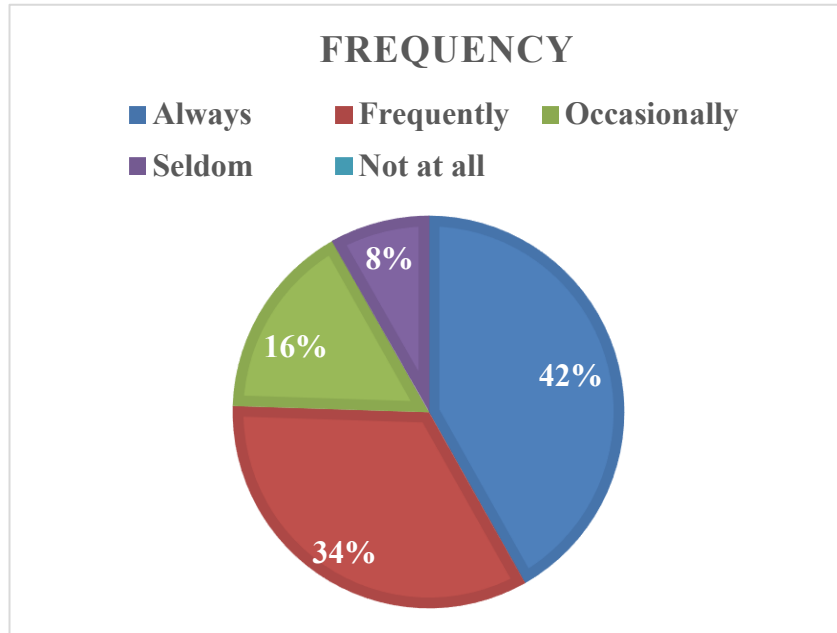
**Interpretation:**

According to the data in the provided pie chart, half of the respondents (50%) think that performance reviews guarantee equitable pay, while 33% disagree, raising questions about justice, and 16% are neutral, indicating a lack of knowledge or uncertainty.

3) How frequently does your performance improve as a result of appraisal feedback?

Response category	Number of respondent	Percentage
Always	25	42%
Frequently	20	34%
Occasionally	10	16%
Seldom	5	8%
Not at all	0	0%

Total	60	100%
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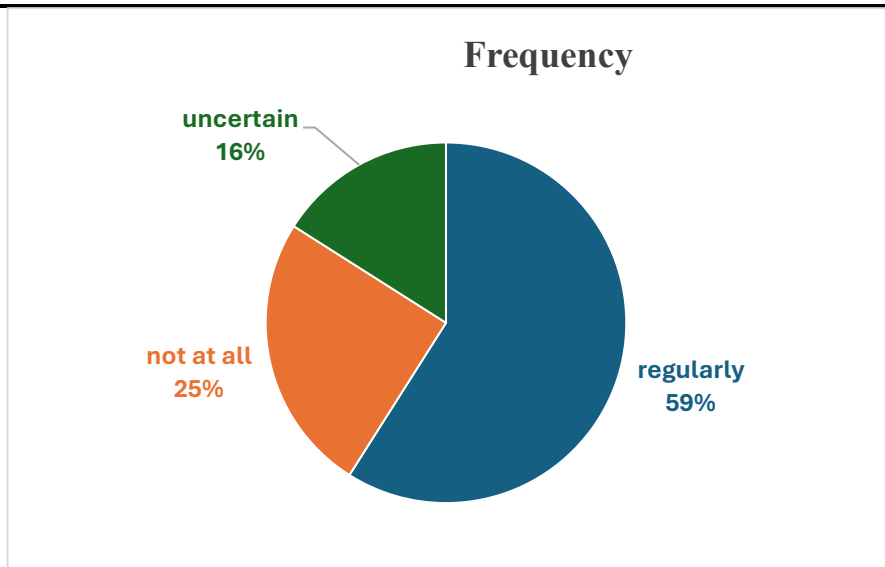


**Interpretation:**

According to the provided pie chart, 42% of workers say that receiving feedback from their appraisals always helps them perform better, 34% say that it does so frequently, 16% say that it does so occasionally, 8% say that it does so infrequently, and none say that it never does.

**4. Does the organization provide programs for skill development and training based on the findings of appraisals?**

Response Category	Number of respondent	Percentage
Regularly	35	59%
Not at all	15	25%
Uncertain	10	16%
Total	60	100%

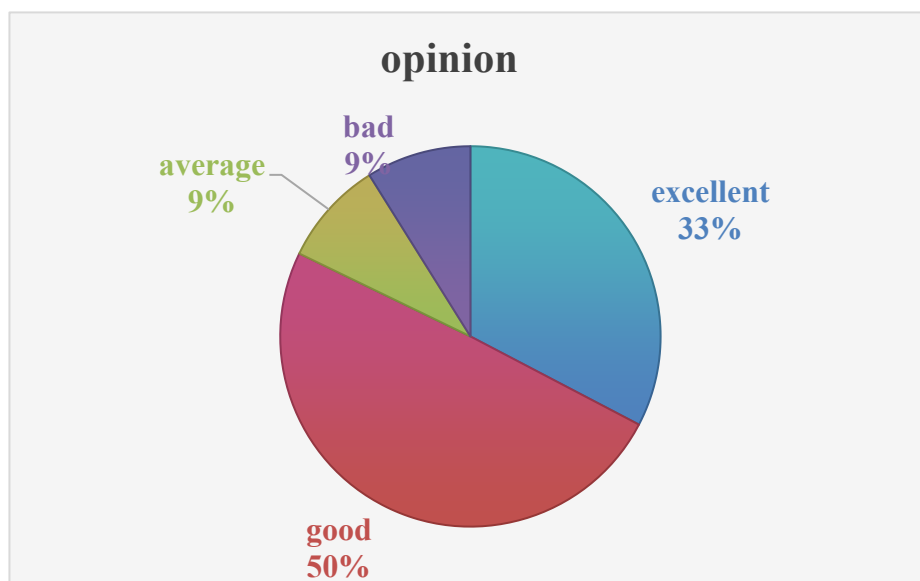


**Interpretation :**

According to the pie chart above, 59% of workers affirm that the organization regularly provides training and skill development based on appraisal results, 25% deny the existence of such programs, and 16% are not sure.

**5. How is the performance appraisal system in your organization?**

Rating Category	Number of participants	Percentage
Excellent	20	33%
Good	30	50%
Average	5	8.3%
Poor	5	8.3%
Total	60	100%



### Interpretation :

According to the pie chart above, 33% of employees think the performance appraisal system is excellent, 50% think it is good, 9% think it is average, and 9% think it is bad.

### Findings:

- 25% of the employees have less than 1 year of experience at the company.
- 42% of the employees think that performance appraisal actually helps the employees
- The majority of the employees get benefits from the performance appraisal.
- 35% of the employees are satisfied with the training and skill development programs that the company provides to the employees.
- Only 20% of the employees are highly satisfied with the performance appraisal, in their organization.

### Suggestions:

- The Company should offer thorough training and development programs to help the many new hires and employees who are just starting out. Give unhappy employees regular feedback, coaching, and chances to learn and grow to address their concerns.
- The company should give employees regular feedback and coaching all year long to help them do better. A lot of people say that feedback from appraisals is helpful.
- The organization should keep offering regular training and skill-building programs.
- To make sure that the performance appraisal system is fair and open, the organization should improve it.

### Conclusion:

The performance appraisal system is a very important way to rate employees' work, find areas where they can improve, and praise them for their great work. This study's results show that regular feedback, clear evaluation criteria, and programs to help employees grow all lead to happier and more productive employees.

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