



A STUDY ON PERFORMANCE MANAGEMENT SYSTEM IN CHEMFAB ALKALIS LIMITED AT CHENNAI

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Abstract

Performance management is a joint process that involves both the supervisor and the employee, who identify common goals, which correlate to a higher goal of the institution. It has become a key feature of an organization drive towards competitive advantage through a continuous performance improvement and that it has resulted in the development of integrated performance management system (PMS) based on a competency framework. The success of every institution depends on the quality and commitment of its human resources. In order to ensure continued efficiency and effectiveness of members of staff that each organization has to carry out employee performance appraisal from time to time so as to keep them in check and replace, motivate, retain or take any other appropriate action. There has been little research in this field of performance appraisal. Most studies discuss performance appraisal that allows employees to develop their skill and to meet business goal.

Effective performance appraisal system therefore helps to retain qualified and competent staff. The study was therefore to determine the effectiveness and the purpose of performance appraisal system in private company this has made members of staff attach no value to the performance appraisal systems, thus take it as an organizational Routine activity. It will also provide a basis for further academic research on the topic.

Key Words: Performance Management System, Appraisal and Organizational Activities.

Introduction

Performance Management is the process of assessing progress toward achieving predetermined goals. It involves building on that process, adding the relevant communication and action on the progress achieved against these predetermined goals helping organizations achieve their strategic goals.http://en.wikipedia.org/wiki/Performance_management - cite_note-0#cite_note-0 Rather than discarding the data accessibility previous systems fostered, performance management harnesses it to help ensure that an organization's data works in service to organizational goals to provide information that is actually useful in achieving them and focus on the Operational Networking Processes between that performance levels.

The main purpose of performance management is to link individual objectives and organizational objectives and bring about that individuals obey important worth for enterprise. Additionally, performance management tries to develop skills of people to achieve their capability to satisfy their ambitiousness and also increase profit of a firm. Performance management is closely connected to Performance measurement. They are sometimes mistaken for each other. In careful usage, Performance Management is the larger domain and includes Performance Measurement as a component

Need For the Study

The doctrine of modern mgt lays its emphasis on the need for human resources management, one of the important activities of human resource department is performance management system. As seen earlier that performance management system is not an easy task, it should be carefully designed and adopted as it shows the effectiveness of performance of individuals in an organization.

This study is conducted so as to understand the process, how the performance of the employees are reviewed and judged, as the basis of performance management system is we need to first review the current performance, and then what steps are taken to improve the performance, how manager employee relations are maintained as it leaves a very big impact on the employee how the manager retails the employee, making the employee feel more comfortable, etc. Thus, this study is done with the team leaders of CHEMFAB ALKALIS LTD.

Objectives of the Study

- To find the different methods or ways the Team leaders review the performance of the agents.
- To find what measures and steps are taken by the team leaders to bring up the performance of the agents.
- To find how a team leader sets target for the team members by identifying their potential.
- To study how a team leader maintains team relation and discipline in the team at CHEMFAB ALKALIS LTD.



Limitations of the Study

This study has been carried out in a limited time.

Objectives and the purposes of the study and the questions have been explained to the respondents (team leaders) and their responses are recorded on the basis of their feedbacks, the outcome of the study is based on the feedbacks given by the respondents.

Review of Literature

Frank et al (2004), has done a research on the race for talent: retaining and engaging workers in the 21st century, the purpose of the study is to assess the relationship between employee engagement and performance. This study results shows the association between employee engagement and their performance. Management activities focused to improve productivity, satisfaction and profit of the organizational performance. The implementation of engagement needs effective organizational strategy and that involves which required the contribution and involvement of overall organizational members and support.

Kahn (1990) explained that physical, cognitive and emotional and explains personal engagement as simultaneous employment and expression and connected in a work role and personal disengagement as employees' withdrawal and defense during role performances. The author propounds that employees will be more engaged when they find the work situation to be psychologically meaningful, safety and when they are psychologically available. The author relates the engagement to the role performances based on two components that includes attention that denotes material resource that employees can employ in the work, and absorption which denotes the employees' intrinsic motivation in a role.

Melcrum Publishing (2005) report has conducted a research on Employee Engagement: How to build a high-performance workforce, the objective of the study is to investigate the role of line managers on motivating employee engagement and to find out the drivers of employee engagement. The study used more than 1000 senior executives as respondents around the world, the study findings shows that the organization management framed many strategies and takes actions according to that they can inspire the employees and make engaged them and also stimulate them to go extra mile on behalf of organization. This study suggests drivers of engagement based on the top management's perspective are, communicate vision of the organization clearly, build trust among the employees, include employees in decision making, improve the employee's involvement and commitment, frequently respond to feedback and create a climate for two way to implement effective employee engagement.

Jamie A. Gruman and Alan M. Saks (2011) in an innovative study identified that higher level of job performance is guaranteed only when the performance management system is oriented towards employee engagement. This study presents an engagement model where they insist that performance agreement by employees to accomplish goals through psychological contract, engagement facilitation in terms of job design, leadership, coaching, supervisor support and training, for the improvement of employee engagement and performance and engagement appraisal and feedback with justice and trust from the employees' side. This model insists the engagement and its key drivers to be adopted at every stage of performance management system to foster and manage employee engagement to achieve higher level s of job performance.

Methodology

This paper concentrates on the impact of performance Management system of Employees working in CHEMFAB ALKALIS LTD in Chennai. The researcher used both of the primary and secondary data. Random sampling used to collect the data. The sample was lower level employees working in CHEMFAB ALKALIS LTD in Chennai and the sample size is 100. The researcher used Chi square Test analysis to find the result.

Data Analysis

CHI - SQUARE

H0 – There is no significance relationship between the age of Team Leaders and their approach towards team members

H1 - There is significance relationship between the age of Team Leaders and their approach towards team members



	A	B	Total
I.	6	5	11
II.	16	16	32
III.	12	5	17
Total	34	26	60

$$\chi^2 = \sum [(O - E)^2 / E] (r - 1) (c - 1)$$

O	E	(O - E)	(O - E) ² / E
6	6	0	0
5	5	0	0
16	18	-2	0.2
16	14	2	0.3
12	10	2	0.2
5	7	-2	0.6
60	60	0	1.3

χ^2 Calculated Value = 1.3

χ^2 Tabulated Value 5% level of significance (r- 1) (c -1)

$$= (3 - 1) (2 - 1)$$

$$= (2) (1)$$

$$= 3$$

Table Value 3 at 5% Degrees of Freedom = 7.815

Since Calculated value is less than tabulated value, so we accept Ho

Conclusion

From this we conclude that, there is no significance relation between the age of team leaders and their approach towards their team members.

Suggestions

Each individual Worker needs to be Self disciplined in observance of rules of regularity, Committed to his work, Work safety so as to avoid accidents and hazards, Maintain mutual co-operation and co-ordination and Communication is the main bridge as nothing can be achieved by an individual without others co-ordination.

Each Superior should be of positive attitude and concerned about the subordinates, Encouraging participative style, Make the job more challenging and interesting, Suggestions in development of individual carrier, Encouraging the individual in improving his performance, Giving due recognition and appreciation and Rendering timely and effective counseling.

HR Department Should give clear declaration about the methods of performance appraiser, Help the departments in giving appraisals, Effective training should be provided and Review the performance of the employees based on work done



Top management is to Periodically review the cases as whose performance is not improved and provide with better training. Create awareness as why their performance is not in a better way.

Management should take corrective measures from time to time as how the performance of employees is to be improved. They should provide proper training to the employees in performing their duties. As this performance appraiser will help the individual know better his abilities, strengths and weaknesses. In which areas he should develop more. As the management should consider the right person in the right place.

As some fell that monetary rewards are to be introduced as it would encourage them more. While some feel that this may create some sort if dissatisfaction in the work. While reviewing the performance of the employees both the reviewing officer and the reporting officer should not show any bias amongst employees and this any create some unhealthy working conditions. It would be better, if 360° Performance appraisal system is introduced.

Conclusion

Performance appraisal refers to the assessment of an employee's actual performance, behavior on job, and his or her potential for future performance. Appraisal has several objectives but the main purposes are to assess training needs, to effect promotions, and to give pay increases.

The organization should conduct the appraisal more strictly and should maintain proper feedback to their employees in order to take effective results. In this organization more than 60% of the employees showed an inclination towards counseling. Than confidential reports method. At the end I conclude to like that this company is taking good care in the performance appraisal of its employee. It can develop better if my suggestions were considered.

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