

A Comparative Study of Performance Appraisal Practices in Select it Industries in Visakhapatnam - An Analytical Study

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ABSTRACT

Information technology industry is completely based on thinking and innovative skills of the employees this industry outputs are based on creative abilities of the employees. In such prominent and highly intellectual ability based IT industry it is needed to manage employees performance in order to retain talented employees. In this regard organizations put their efforts to increase employee job performance and employees feedback on commitment towards organizational goals. Employee performance appraisal practices used to evaluate employees capacity and capability because these practices directly linked to organizational performance.

Keywords : IT industry, Systemic justice, Configurable justice, Hypothesis

I. INTRODUCTION

Performance evaluation is a system which is used by superior or managers to assess the job presentation of subordinates. It is one of the key management practices employ in all organizations irrespective of its size. Performance appraisal is an organized effort to differentiate the high performance employees from the less performance workers and to discriminate among strength and weaknesses of an individual has across many job elements. Performance appraisal is a systematic appraisal of how well an employee performs job-related tasks. This study is an attempt to compare employee performance appraisal practices in select IT organizations.

Need for the study

Performance evaluation practices gives broader information to make decisions about employees in order to provide employee development practices such as Recruitment, Training, Promotions, transfers and compensation and benefits.

Review of literature

Jansi rani (2013) made a study on performance appraisal system with the objective of the awareness

level of employees towards performance appraisal system and performance appraisal system useful to identify employees strength and weakness in Wipro on 100 employees she found that performance appraisal system have the capacity to identify strength and weakness of the employees and further found that there was no association between performance appraisal system and employee development programs. She suggested that while designing the appraisal program discussing the policy with employees give good results.

clinton o. longenecker, stephen j. goff (1992); reveled that; lack of religion inside the appraisal procedure: employees assume that their supervisor doesn't write value determinations primarily based on worker's overall performance however bias their decisions based on their non-public family members with employees; the time ingesting manner: the relatively complicated questions which they haven't any answers to or highly complex competencies which they have in no way heard of confuse them. accordingly employees suppose that appraisal is a disturbance to their normal paintings; difficulty in writing appraisals: many personnel have terrible language abilities and they're unable to speak their

performance in right language and assist with records. this problem is further expanded once they find extraordinarily difficult questions/ terminology inside the appraisal; the shortage of feedback after the appraisal: many agencies do now not offer remarks to employees on their performance. in a paper based totally appraisal technique the appraisal normally locate its location in hr closets .cardy and dobbins (1994) recommended that “with dissatisfaction and feelings of unfairness in manner and inequity in evaluations, any performance appraisal gadget could be doomed to failure” tziner, prince and murphy (1997) measured political issues in overall performance appraisal to determine the quantity to which distortions in ratings have been gift. cardy, (1998) stated that overall performance appraisal has been dealing with with various troubles particularly those related to the implementation thing and had aroused severe issue and blend emotions. as according to literature survey following are the reasons of employee dissatisfaction: - the supervisor lacked data at the employee’s actual overall performance, lack of normal comments, and a notion of value determinations being “political,” personnel’ preference remarks now not most effective approximately how they’re performing but also as to in which they suit in terms of organizational plans for the destiny. the differences between scores to specific questions are particularly suggestive of underlying developments: personnel are disappointed with the ways in which their contributions are appraised. This suggests that organizations want to re-go to this topic to explore troubles, perhaps with paper-based procedures or an online system. from the views supplied here, the roots of dissatisfaction are a loss of transparency, restrained opportunities for profession improvement and inconsistent managerial assist and so forth. for the supervisors, a lower in believe inside the process effects in an boom inside the leniency of rankings (roberts, 1994).

Objectives of the study

- 1) To study the demographic profile of the respondents in selected IT industries
- 2) To examine the perception of the employees regarding performance appraisal practices in selected IT industry
- 3) To compare performance appraisal practices in Selected IT Industry
- 4) To measure employee performance appraisal practices significantly associated with job performance.

Hypotheses of the study:

H₀: There is no significant difference in the perception of select employees on Performance Appraisal Practices in Select IT organizations.

Research methodology:

The research design is descriptive in nature. The present research study involves both primary and secondary data. Primary data was collected through field survey with the help of a structured questionnaire with closed end questions. The questionnaire consists of definite, concrete and pre-ordered questions. The scaling technique instilled in the questionnaire was 5-point Likert- and the sampling methods used for this study are probability and non probability. The sampling size for the study is 180 middle level executives in selected IT industry, Both Parametric and Non Parametric tools like Mean scores, Percentage scores, Standard Deviation, ANOVA (one-way) analysis, Pearson Co-relation analysis and Multiple Regression Analysis were performed to find results

Limitation

The sample size of respondents is small compared to actual size of the organization. Due to the work burden of the employees they were not given good response and most of the employees hesitated to give genuine information.

justice were used to examine the performance appraisal practices in selected organizations. Organizational Justice Theory's four factor concept models include: A) Systemic justice, B) Configurable justice, C) Informational justice and D) Interpersonal justice.

Table 1. Performance appraisal practices in Miracles Software, Hyderabad(ORG-1)

S. No	Frequencies of Dimensions	SA	A	NT	DA	SDA	MS	SD	%
1	Systemic justice	22	22.33	16.67	16	13	3.27	1.39	56.76
2	Configurable justice	22.33	22.33	11.67	17.67	14.33	3.25	1.42	56.20
3	Informational justice	20.33	28	13.67	14.33	13.67	3.30	1.37	57.50
4	Interpersonal justice	28	24.25	14.75	11.75	11.3	3.51	1.38	62.78
	Average frequencies	23.17	24.23	14.19	14.94	13.08	3.33	1.39	58.31

SA: STRONGLY AGREE, A: AGREE, NT: NEUTAL, DA: DISAGREE, SDA: STRONGLY DISAGREE

Table 2. Performance appraisal practices in Value Labs, Hyderabad(ORG-2)

S. No	Frequencies of Dimensions	SA	A	NT	DA	SDA	MS	SD	%
1	Systemic justice	27	24.75	15.25	13	10	3.50	1.34	62.70
2	Configurable justice	28.67	25.33	12.67	15.00	8.33	3.57	1.34	64.17
3	Informational justice	26.50	28.25	14.75	11.75	8.75	3.58	1.30	64.45
4	Interpersonal justice	29.50	31.75	11.50	9.25	8	3.73	1.26	68.20
	Average frequencies	27.92	27.52	13.54	12.25	8.77	3.60	1.31	64.88

SA: STRONGLY AGREE, A: AGREE, NT: NEUTAL, DA: DISAGREE, SDA: STRONGLY DISAGREE

Table 3. Performance appraisal practices in select two organizations

Factors/Variables	IT Industry	N	MS	SDV	T-Value	2-tailed P vales	Level of Significance
Systemic justice	ORG-1	90	3.27	1.39	-2.46829	0.04857	Significant
	ORG-2	90	3.5	1.34			
Configurable justice	ORG-1	90	3.25	1.42	-2.9556	0.041737	Significant
	ORG-2	90	3.57	1.34			
Informational justice	ORG-1	90	3.30	1.37	-3.4338	0.013906	Significant
	ORG-2	90	3.58	1.30			
Interpersonal justice	ORG-1	90	3.51	1.38	-2.9543	0.02547	Significant
	ORG-2	90	3.73	1.26			

The table 3 shows the data on difference between two organizations. From the table it can be seen that select variable have significant differences in their practices. From the table the dimension systematic justice,

Configurable justice, informational justice and interpersonal justice are have significant differences form one to another.

Table 4. Performance appraisal practices in both the organizations

S. No	practices	SA	A	NT	DA	SDA	MS	SD	%
1	Systemic justice	24.50	23.54	15.96	14.50	11.50	3.39	1.37	59.73
2	Configurable justice	25.50	23.83	12.17	16.34	11.33	3.41	1.38	60.19
3	Informational justice	23.42	28.13	14.21	13.04	11.21	3.44	1.34	60.98
4	Interpersonal justice	28.75	28.00	13.13	10.50	9.65	3.62	1.32	65.49
	Average frequencies	25.54	25.87	13.87	13.59	10.92	3.46	1.35	61.60

SA: STRONGLY AGREE, A: AGREE, NT: NEUTAL, DA: DISAGREE, SDA: STRONGLY DISAGREE

From the table 4 it can be seen that majority of the respondents feel that organizations are conducting performance appraisal practices above averagely with the mean of 3.46 in percentage it termed as 61.60% hence organizations required to focus on performance appraisal practices more effectively

Table 5. Employee job performance

Sl.No.	Job satisfaction elements	SA	A	NT	DA	SDA	MS	%
1	Full hard work giving to perform job	45	50	60	20	15	3.47	61.84
2	Feeling of accountability while performing job	40	59	47	26	18	3.41	60.13
3	Organization targets are achieving	62	41	39	30	18	3.52	63.03
4	timekeeping in the work	62	42	40	34	12	3.57	64.21
5	respectful towards work	75	57	42	14	2	3.99	74.87
6	doing work with an intent to complete	65	57	42	14	12	3.78	69.5
7	Having chance to do many things	58	46	28	32	26	3.41	60.26
	AVG frequency	61.50	51.50	35	23	19	3.60	64.88

The table 5 shows the data on job performance of the employees. it can be seen that majority of the employees performing their job well in the organizations with the mean value of 3.60 and the percentage is 64.88% it termed as employees have good performance skills.

Table 6. Correlation matrix of performance appraisal practices with job performance

	sys	con	info	inter	jpfm
sys	1				
con	0.948904	1			
info	0.934361	0.909151	1		

inter	0.966439	0.936993	0.987342	1
jpfm	0.985184	0.888538	0.891481	0.937702

The Pearson Correlation find out that there is a pair-wise relationship among dependent as well as independent variables and the results are summarized in table-5. The correlation analysis shows that all of the performance appraisal practices have positive correlation with the job performance.

Table-6 shows that the job performance appraisal factors are positively correlated with job performance and also significant at 1% level. Therefore, Hypothesis-I (Alternative Hypothesis-H_{a2}) of the present study was accepted. Hence, performance appraisal practices have resultant impact on the job performance of employees in the selected IT organizations

II. CONCLUSION AND SUGGESTIONS:

It can be concluded from the study that performance appraisal practices have significantly affect the level of employee performance among IT employees. The organization should consider all the practices have a significant impact on the job performance of employees. by the results, it is suggested that in order to enhance the employee job performance in the Information Technology Industry, the organization should focus on all facets of performance appraisal

Part D

Please rate your responses on 5 point likert scale

5 point liker't scale	FS: FULLY SATISFIED	, S: SATISFIED	NT: NEUTRAL	D: DISSTISFIED	FD: FULLY DISSATISFIED
Points	5	4	3	2	1

Performance appraisal practices

1) performance appraisal practices in organization

Systematic justice—kenax

s.no	option	S	A	NT	D	SD	MS	SD	%
		A	A	NT	A	A	MS	SD	%

practices and not only on any one of these factors of performance appraisal.

III. REFERENCES

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1	Do you have Performance appraisal provision in your organization	20	19	14	26	11	3.12	1.37	53.06
2	Performance appraisal criteria is useful to estimate your performance	25	20	15	19	11	3.32	1.40	58.06
3	Your superior has sufficient knowledge to rate your performance	21	25	15	13	16	3.24	1.42	56.11
4	Do you have provisions to appeal for justice	20	22	20	16	12	3.24	1.34	56.11
	frequency	22	22.33	16.67	16	13	3.27	1.39	56.76

Systematic justice-miracle

s.no	option	SA	A	NT	DA	SD A	M S	SD	%
1	Do you have Performance appraisal provision in your organization	28	19	20	15	8	3.49	1.33	62.22
2	Performance appraisal criteria is useful to estimate your performance	28	32	12	10	8	3.69	1.27	67.22
3	Your superior has sufficient knowledge to rate your performance	33	24	11	11	11	3.63	1.40	65.83
4	Do you have provisions to appeal for justice	19	24	18	16	13	3.22	1.36	55.56
	frequency	26.67	26.67	13.67	12.33	10.67	3.51	1.34	62.87

Configurable justice- kenax

s.no	option	SA	A	NT	DA	SD A	M S	S D	%
1	Performance appraisal report exactly reflecting what the work I did in the organization	20	15	15	18	17	3.09	1.44	52.22
2	Performance appraisal is unbiased in the organization	20	28	8	20	14	3.22	1.42	55.56
3	Performance appraisal rating are genuine even if it might have negative results to me	27	24	12	15	12	3.43	1.41	60.83
	frequency	22.33	22.33	11.67	17.67	14.33	3.25	1.42	56.20

Configurable justice-org1

s.no	option	SA	A	NT	DA	SD A	M S	S D	%
1	Performance appraisal report exactly reflecting what the work I did in the organization	30	28	10	12	10	3. 62	1. 36	65. 56
2	Performance appraisal is unbiased in the organization	30	28	8	14	10	3. 6	1. 38	65
3	Performance appraisal rating are genuine even if it might have negative results to me	26	20	20	19	5	3. 48	1. 27	61. 94
	frequency	28. 67	25. 33	12. 67	15. 00	8.3 3	3. 57	1. 34	64. 17

Informational justice –org-1

s.no	option	SA	A	NT	DA	SD A	MS	SD	%
1	Superiors clearly explained performance appraisal criteria at initial	21	2 6	9	20	14	3.2 2	1.4 3	55.5 6
2	Superiors giving proper guidance to increase performance	26	2 6	13	11	14	3.4 3	1.4 2	60.8 3
3	Superiors giving feedback on my work regularly	15	2 9	13	15	18	3.0 9	1.4 0	52.2 2
4	Superiors giving opportunity to discuss reviews of appraisal reports	20	2 9	15	17	9	3.3 8	1.2 9	59.4 4
	frequency	20.3 3	2 8	13.6 7	14.3 3	13.6 7	3.3 0	1.3 7	57.5 0

Org-2

s.no	option	SA	A	NT	DA	SD A	MS	SD	%
1	Superiors clearly explained performance appraisal criteria at initial	30	23	11	17	9	3.5 3	1.3 8	63.3 3
2	Superiors giving proper guidance to increase performance	31	27	11	13	8	3.6 7	1.3 2	66.6 7
3	Superiors giving feedback on my work regularly	20	35	15	10	10	3.5 7	1.2 7	62.5
4	Superiors giving opportunity to discuss reviews of appraisal reports	25	28	22	7	8	3.6 1	1.2 2	65.2 8
	frequency	26.5 0	28.2 5	14.7 5	11.7 5	8.7 5	3.5 8	1.3 0	64.4 5

Interpersonal justice: kenax

s.no	option	s a	a	nt	da	sda	ms	sd	%
1	Supervisor always gives respect to you	25	24	13	12	16	3.3 3	1.4 6	58. 33
2	Supervisor gives guidance rather than punish incase of mistakes done by me	27	23	13	12	15	3.3 9	1.4 6	59. 72
3	Supervisor gives privacy	28	24	12	13	13	3.4 6	1.4 3	61. 39
4	Supervisor understand my problems and gives guidance at work	25	26	20	9	10	3.5 2		63. 06
	frequency	28	24. 25	14. 75	11. 75	11. 3	3.5 1	1.3 8	62. 78

Interpersonal justice:

s.no	option	sa	a	nt	da	sd a	ms	sd	%
1	Supervisor always gives respect to you	35	33	10	7	5	3.9 6	1.1 5	73. 89
2	Supervisor gives guidance rather than punish incase of mistakes done by me	21	32	18	10	9	3.5 1	1.2 5	62. 78
3	Supervisor gives privacy	27	33	12	9	9	3.6 7	1.2 8	66. 67
4	Supervisor understand my problems and gives guidance at work	35	29	6	11	9	3.7 8	1.3 5	69. 44
	frequency	29. 50	31. 75	11. 50	9.2 5		3.7 3	1.2 6	68. 20