CHAPTER-6

CONCLUSION

AND

SUGGESTIONS
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Analyzing the data, it is observed that performance appraisal system is practiced in HUL periodically. It is mediatory plan and performed six monthly. So performance appraisal system is fixed in company periodically. It is time based plan and it changes from time to time.

Hierarchy level of HUL consists:
- manager and Executives
- Workmen

Performance of workmen is judged by executives and performance of executives is judged by line managers. HUL uses two parameters to judge the performance of an employee.

- Technical basis
- Behavioral basis

Employee is sound technically and behaviorally then he will get promoted. If employee is technically sound but not behaviorally sound then he will not get promoted. If employee is behaviorally sound but not technically sound, then also he will not get promoted. HUL uses rating scale to judge the performance of employees. HUL uses 1 to 5 rating scale to evaluate the performance of employees.

Section-1

Executive Level Analysis

Analyzing executive level data, it is observed that executive level employees think that performance appraisal system is required in the company. Employees think that performance
A performance appraisal system is a proper measure to judge the performance of an employee. They don’t think it is a useless activity.

I found that maximum employees think that performance appraisal system improves the skills of employees. They think that performance appraisal system helps to keep major progress and failure of individual, it means that performance appraisal system helps to identify the progress of employee, it helps to identify poor performers as well as it helps to improve the performance of employees.

I found that majority of employees think that performance appraisal system communicates the expectations of employees so that superiors can know about the problems of subordinates and subordinates can know about the expectations of superiors. So it provides necessary feedback to employees regarding their performance.

The majority of employees agree that performance appraisal system provide clear and consistent feedback to employees. It helps employees to identify their goals. It helps employees to identify their duties and responsibilities.

I observed that Performance appraisal system provides a career path and growth perspective to employees, it helps employees to decide about the future goals of the organization. As time to performance of individual is judged, it helps employees to know how they are performing and it helps to improve the performance of individual. So performance appraisal system leads to the development of employees as well as the organization.

It is an effective tool it provides promotion as well as increments to employees which are performing well in their jobs so deserving employees get benefit from performance appraisal system.
mum employees’ agree that performance appraisal system is fair in dealing with employees’. There is no biasness in performance appraisal system, all employees’ are treated equally. In this way, performance appraisal helps to achieve the effectiveness of the organization as well as of the individual employee.

All employees’ believe that performance appraisal system of company is good and they are satisfied with existing performance appraisal system.

We can say that performance appraisal system in HUL acts as an effective tool to achieve organizational efficiency. It informs subordinates how they are doing. It helps supervisors to look at performance of subordinates and help in correcting deficient behaviors.

We see the relationship between age of employees’ and their viewpoint that performance appraisal system provides employee promotion. The study does not find any association between age of employees’ and their viewpoint that performance appraisal system provides employees’ promotion. But majority of employees’ strongly agree that performance appraisal system provides employee promotion regardless their age.

We see the relationship between working experience of employees’ and their viewpoint that performance appraisal system provides employees’ promotion. The study find significant association between working experience of employees’ and their viewpoint that performance appraisal system provides employee promotion. It leads to the conclusion that with increase in experience more employees’ agree that performance appraisal system provides employees’ promotion.

We find the relationship between age of employees’ and their viewpoint that performance appraisal system provides employee increment. The study does not find any association between age of employees’ and their viewpoint that performance appraisal system provides employee increment.
of employee and their viewpoint that performance appraisal system provide employees’ increment, but majority of employees’ strongly agree that performance appraisal system provides employees’ increment regardless their age.

The relationship between working experience of employees’ and their viewpoint that performance appraisal system provides employees’ increment. The study find significant association between working experience of employees’ and their viewpoint that performance appraisal system provides employees’ increment. It leads to the conclusion that with increase in experience more employees’ agree that increment is based on the performance appraisal system.

The relationship between age of employees’ and their viewpoint that performance appraisal provide carrier path and growth perspective of employees’. The study does not find any association between age of employees’ and their viewpoint that performance appraisal system provides carrier path and growth perspectives to employees’.

The relationship between working experience of employees’ and their viewpoint that performance appraisal system provides carrier path and growth perspectives of employees’. The study find significant association between working experience of employees’ and their viewpoint that performance appraisal system provides carrier path and growth perspectives to employees’. The leads to the conclusion that with increase in experience more employees’ agree that performance appraisal system helps to decide carrier path and growth perspective of employees’.

The relationship between age of employees’ and their viewpoint that performance appraisal system of company is good. The study does not find any association between age of employees’ and viewpoint that performance appraisal system of company is good, but majority of employees’ strongly agree that performance appraisal system of company is good regardless their age.
see the relationship between working experiences of employees’ and their viewpoint that performance appraisal system of company is good. The study find significant association between experience of employees’ and their viewpoint that performance appraisal system of company is good. It leads to the conclusion with increase in experience more employees’ agree that performance appraisal system of company is good.

Section-2

Workmen Level Analysis

analyzing the workmen level data it is observed that workmens’ are aware about performance appraisal system. They agree that performance is judged on the basis of performance appraisal. Majority of workmens’ are satisfied with existing performance appraisal system and they feel performance appraisal is a useful activity to enhance performance.

majority of workmens’ are agree that performance appraisal system provides valid measurement of performance, it provides valid results of performance. Workmens’ think that performance appraisal is fair in dealing, all workmens’ are treated equally and there is no biasness in performance appraisal system.

is found that Performance appraisal system helps to motivate workmen’s towards their responsibilities by providing promotion, increment as well as additional incentives on the basis of performance appraisal system. So it acts as an effective tool to achieve organizational efficiency.

is found that PAS helps to provide clear and consistent direction to workmen regarding their roles and responsibilities. It also helps to raise the competency level of workmen. Performance of workmen is judged from time to time so it helps to recognize workmens’ performance and further
improve the performance of workmen. In this way performance appraisal system helps to
the working efficiency of workmen by providing proper direction to them. Workmen’s are
that performance appraisal system is necessary for the success of the organizational
ny.
see the relationship between age of workmens’ and their viewpoint regarding awareness about
ance appraisal system, the study does not find any association between age of workmens’
viewpoint regarding awareness about performance appraisal system but majority of
ens’ are strongly agree that they are aware about performance appraisal system regardless
age.
see the relationship between working experience of workmens’ and their viewpoint regarding
ness about performance appraisal system, the study find significant association between
ng experience of workmens’ and their viewpoint regarding awareness about performance
al system. It leads to the conclusion that working experience raises the awareness about
ance appraisal system.
see the relationship between age of workmens’ and their viewpoint that performance appraisal
is fair in dealing with workmens’, the study does not find any association between age of
mens’ and their viewpoint that performance appraisal system is fair in dealing but majority of
mens’ agree that performance appraisal system is fair in dealing regardless their age.
see the relationship between working experience of workmens’ and their viewpoint that
ance appraisal system is fair in dealing. The study find significant association between
ing experience of workmens’ and their viewpoint that performance appraisal system is fair in
It leads to the conclusion that with increase in experience more workmens' agree that performance appraisal system is fair in dealing.

We see the relationship between age of workmens' and their viewpoint that PAS helps to provide promotion. The study find significant association between age of workmens' and their viewpoint that performance appraisal system helps to provide promotion. It leads to the conclusion that with increase in age more workmens' agree that promotion is based on performance appraisal system.

We see the relationship between working experience of workmens' and their viewpoint that performance appraisal system helps to provide promotion. The study find significant association between working experience of workmens' and their viewpoint that PAS helps to provide promotion. It leads to the conclusion that experienced workmens' agree that promotion is based on performance appraisal system.

We see relationship between age of workmens' and their viewpoint that PAS helps to fix increment, the study find significant association between age of workmens' and their viewpoint that PAS helps to fix increment. It leads to the conclusion that with increase in age more workmens' agree that increment is based on the performance appraisal system.

We see relationship between working experience of workmens' and their viewpoint that PAS helps to fix increment, the study find significant association between working experience of workmens' and their viewpoint that PAS helps to fix increment. It leads to conclusion that with increase in experience more workmens' agree that increment is based on the performance appraisal system.

We see relationship between age of workmens' and their viewpoint that performance appraisal helps to raise competency level of workmens', the study find significant association between
of workmens’ and their viewpoint that performance appraisal system helps to raise competency.

It leads to the conclusion that with increase in age more workmens’ agree that performance appraisal system helps to raise the competency level of workmens’.

We see relationship between working experience of workmens’ and their viewpoint that performance appraisal system helps to raise competency level of workmens’. The study finds significant association between working experience of workmens’ and their viewpoint that performance appraisal system helps to raise competency level. It leads to the conclusion that with increase in experience more workmens’ agree that performance appraisal system helps to raise the competency level.

Suggestions

Performance appraisal system should be strengthen in the company as experienced and aged employees are satisfied with the existing performance system. So fresh employees’ should be made aware about the existing performance appraisal system and its usefulness.

Employees should be given feedback about their performance at successive intervals so that they make improvements in the field required.

Set should be set against individuals so that employee performance can be measured against set standards.

Management should try to identify area in which employee lacks and should provide proper training to develop their skills so that employee can achieve the desired goals of the organization.

Employee appraisal system should be transparent so that there should be discussion between subordinate and superior about the goals of the organization. So that subordinates can know about expectations of senior designated employees’ Job expected from employee should be decided
all in advance. Senior designated employees' should talk with their subordinates about the role expected from them so that on the basis of these parameters their performance can be judged.

Performance appraisal is a formal structured system of measuring and evaluating employees' job-related behaviors and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee organization and society all benefit. Performance appraisal system in HUL is found to be satisfactory and all employees are satisfied with existing performance appraisal system. HUL has a structured performance appraisal system and performance of employees' is judged periodically. Employees' in the organization think that performance appraisal system is necessary for the success of the organization, as it is an effective measure to improve the performance of organization as well individual as whole. So performance appraisal system determines the success of the organization.