ABSTRACT

The present study deals with an assessment of the Performance Appraisal System in a few selected industries of Mysore district. The purpose of the present research was to evaluate the qualitative and quantitative functioning of the Performance Appraisal System adopted in industries of Mysore District. This study is chosen for an in depth analysis and understanding of the Performance Appraisal System. The study was conducted in 16 selected industries of Mysore District. They are 8 each from public sector and private sector industries. A total of 300 respondents were selected through stratified random sampling of which 150 each were from the private and public sectors. Of the 150 respondents from each sector, 75 were appraisers and the remaining 75 were appraisees. A total of 9 alternative hypotheses were formulated for the present study. They were administered a questionnaire based on the principles followed by Rao (2000), the present researcher developed two questionnaires separately for appraisers and appraisees to measure the Performance Appraisal System for appraisers. The questionnaire on appraisers included 45 questions which measured the Performance Appraisal System in the following 7 components. They are participative planning & mutual goal setting, identification of factors-facilitating and hindrance of employees, task and target orientation, identification of training and development needs, open communication, mutuality between appraisers and appraisees, measuring improved organizational performance, and opinion and attitude of employees and employers. The questionnaire on appraisees included 33 questions which measured the Performance Appraisal System in following 6 components- rules and regulations, interpersonal relations, identification of training and development needs, roles and responsibilities, target and task orientation and open communication. Before conducting the main study a pilot study was conducted to ensure the feasibility of tools employed. The data was collected in two sessions by contacting individually each respondent in the public and private sectors. The data were subjected to descriptive statistics and MANOVA and the following results were observed. For appraisers on the whole, performance appraisal was found to be 57.58%, where as for appraisees it was 60.33. Designation-wise comparison revealed that managers perceived higher performance appraisal in all the components including total performance appraisal scores. A sector-wise comparison revealed that appraisers
in private sector had higher performance appraisal compared to appraisers in the public sectors. In most of the components of performance appraisal and in total scores supervisors did not differ much in public and private sectors. Managers in private sectors had higher scores on most of the components of performance appraisal. Appraisees in the public and private sectors differed significantly in their performance appraisal, where in all the components respondents expressed higher performance appraisal in the private sector. Among the appraisees male respondents expressed higher performance appraisal compared to female respondents. Appraisees in younger age groups had higher mean scores compared to employees in older age groups. Finally improving performance appraisals, future of HRM and recommendations for further research have been delineated.