CHAPTER VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 INTRODUCTION

The present study was undertaken in the selected sugar companies in Erode District, Tamil Nadu state viz. SAKTHI SUGARS LTD., and BANNARI AMMAN SUGARS LTD. These two mills were purposively selected for their familiarity and unique performances in fleet utilization, man power productivity and training programmes compared with other public companies and private companies in the state. These sugar companies are biggest employer of the people and act as a model employer in respect of salary and other facilities to the employees. If these companies have to cope with the competitive environment and make rapid strides, they have to develop their human resources effectively besides taking care of other resources. Needless to mention that, the growth and viability of an organization depends upon the quality of its human resources. In this context, the policies and practices of performance appraisal and training programmes play a vital role. Further, implementation of these policies and practices depends upon the attitude and support of the employees. With this background, this study aims to examine the attitude of employees towards human resources development policies and practices. Hence, the study concentrated on performance appraisal and training programmes aspects/measures like HRD policy, recruitment and selection, promotion and transfer, safety measures, quality
of work life, industrial relations and welfare facility among the employees in the context of employees’ well-being.

6.2 FINDINGS

6.2.1 PERCENTAGE ANALYSIS

6.2.1.1 Respondents’ scale of pay

It is found that out of 600 respondents, 300 respondents working in Bannari Amman Sugars Ltd., and 300 respondents working in Sakthi Sugars Ltd., majority (52%) of the respondents are working in the pay scale of above Rs.8000 in Bannari Amman Sugars Ltd., in Sakthi Sugars Ltd., (69.7%) of the respondents are drawing above Rs.8000 pay scale.

6.2.1.2 Residence of the respondents

It is learned from the analysis that majority (61.7%) of the respondents have reported that they are staying in the quarters provided in Bannari Amman Sugar mill campus. Out of 300 respondents in Sakthi Sugars Ltd., 240 (80.0%) respondents have reported that they are staying in the quarters.

6.2.1.3 Opinion about children’s study

It is found from the study that out of 300 respondents working in Bannari Amman Sugars Ltd., 195 (65.0%) respondents’ children are studying under the sponsorship of the organization. In Sakthi Sugars Ltd., 250 (83.3%) respondents’ children are studying under the sponsorship of the organization and the remaining respondents’ children are not studying under the sponsorship of the organization.
6.2.1.4 Opinion about opportunity of children or relatives getting employment in the organisation

The study reveals that majority (53.3%) of the respondents’ children or relatives got employment in Bannari Amman Sugars Ltd., and in Sakthi Sugars Ltd., out of 300 respondents, 172 (57.3%) respondents’ children or relatives got employment in the organization.

6.2.1.5 Job assigned by the organisation

It is found from the analysis that in Bannari Amman Sugars Ltd., as well as in Sakthi Sugars Ltd., majority of the (85.7% and 73.3%) respondents got routine work and a few respondents got challenging work in the organization.

6.2.1.6 Job liked by the respondents

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 275 (91.7%) respondents were satisfied with their job. In Sakthi Sugars Ltd., out of 300 respondents, 285 (95%) respondents were satisfied with their job.

6.2.1.7 Experience in the present job

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 121 (40.3%) of the respondents have an experience of 5-10 years and 119 (39.7%) respondents’ have an experience of above 10 years. In Sakthi Sugars Ltd., out of 300 respondents, 59 (19.7%) respondents
have an experience of below 5 years, 118 (39.3%) have an experience of 5 to 10 years and 123 (41%) respondents have an experience of above 10 years.

6.2.1.8 Permitting the job rotation

The study reveals that a good majority (92%) of the respondents of Bannari Amman Sugars Ltd., were permitted to the job rotation. In Sakthi Sugars Ltd., 60% of the respondents were permitted to the job rotation.

6.2.1.9 Performance Appraisal method conducted by the organisation

While analyzing the method of performance appraisal practiced in Bannari Amman Sugars Ltd., 48.7% of the respondents opined that “Individual Ranking Method” was practiced and the remaining 13.3% and 5.0% of the respondents opined that “Paired Comparison Method”, “360° Appraisal Method” were practiced in Bannari Amman sugars Ltd. In Sakthi Sugars Ltd., out of 300 respondents, 46.7% respondents opined that “Group Order Ranking Method” was followed while 29.0% of them expressed that “Individual Ranking Method” was practised.

6.2.1.10 Level of satisfaction towards inter-personal relationship

It was learnt from the analysis that a good majority (76.0%) of the respondents working in Bannari Amman Sugars Ltd., were highly satisfied “On Employee’s relationship with Supervisors”, and almost the same level of (79%) respondents working in Sakthi Sugars Ltd., too were highly satisfied.
6.2.1.11 Opinion of top management giving priority to employee development

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 76.7% of the respondents opined that the top management gives priority to employee development. In Sakthi Sugars Ltd., also, a good majority (94.0%) of the respondents opined that the top management gives priority to employee development.

6.2.1.12 Respondents’ opinion on “on-the-job-training”

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 270 (90.0%) respondents have found the present “on-the-job training” very much useful to develop the occupational knowledge and skills. Similarly, in Sakthi Sugars Ltd., also, a good majority 273 (91.0%) of the respondents have stated that the present training “on-the-job” was very much useful.

6.2.1.13 Practice of counselling in the selected sugar mills

It is found that out of 300 respondents in Bannari Amman Sugars Ltd., 165 (55.0%) respondents have received counseling from the organization and felt that it is highly effective. In Sakthi Sugars Ltd., out of 300 respondents, 193 (64.3%) respondents have received counseling from the organization and felt that it is highly useful and the remaining respondents have not received counseling from the organization.
6.2.1.14  Getting incentives from the company for the performance

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 244 (81.3%) respondents opined that the existing incentives plan was not adequate and majority 85.3% of the respondents agree that the existing incentive plan is adequate in Sakthi Sugars Ltd.

6.2.1.15  Self appraisal system implemented in the organisation

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., only 44% of them stated that self appraisal system is implemented in the organization and 168 respondents (56%) replied that self appraisal system is not implemented in the organization and in Sakthi Sugars Ltd., 243 (81.0%) of the respondents expressed that self appraisal system is implemented in the organization

6.2.1.16  Opinion about the present performance appraisal

The study reveals that majority (61%) of the respondents opined that present performance appraisal system in Bannari Amman Sugars Ltd., helps to identify their progress and simultaneously improve their skill to a great extent. Even in Sakthi Sugars Ltd., 63% of the respondents opined that the present performance appraisal system helps to improve their skills to a great extent.
6.2.1.17 Practice of periodic performance appraisal system

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 245 (81.7%) respondents expressed that performance appraisal system was done periodically in the organization and the same opinion was expressed by 98.0% of the respondents working in Sakthi Sugars Ltd.

6.2.1.18 Frequency of preparing the performance appraisal reports

The frequency of preparing the performance appraisal reports was studied and it was found that 39.2% of the respondents opined that it was done once in 3 months and 45.7% of the respondents opined that it was done once in 6 months and 37 (15.1%) respondents opined that their performance appraisal report was prepared and reported once in 12 months in Bannari Amman Sugars Ltd. In Sakthi Sugars Ltd., 42.9% of the respondents said that it was done once in 3 months and 124 (42.2%) of the respondents expressed that it was done once in 12 months in the organization.

6.2.1.19 Satisfaction of respondents with the performance appraisal system practiced by the organisation

The study reveals that majority (90.3%) of the respondents working in Bannari Amman Sugars Ltd., were satisfied with the existing performance appraisal system practiced in the organization and the same opinion was expressed by a good majority (98.0%) of the respondents working in Sakthi Sugars Ltd.
6.2.1.20 Opinion on special training programmes

The study clearly shows that out of 300 respondents in Bannari Amman Sugars Ltd., majority (74.3%) of the respondents have opined that they are satisfied with the special training programmes and in Sakthi Sugars Ltd., also majority (82.3%) of the respondents opined that they are satisfied with the special training programmes.

6.2.1.21 Frequency of conducting training programmes

The frequency of conducting the training programmes was studied and it was found that 34% of the respondents revealed that conducted every month; 78 (26%) respondents said it was done once in every quarter; 90 (30%) respondents expressed that it was given once in six months. In Sakthi Sugars Ltd., out of 300 respondents, the training programme was conducted once in a monthly represented by the respondents 10%, once in a quarter as represented by 20% and 22.3% of the respondents reported that it was done every six months, 99 (33%) respondents revealed that it was once in given a year.

6.2.1.22 Nature of training programmes arranged for the employees

55.0% of the respondents opined that they have participated in skill development training programs; 115 (38.3%) of the respondents have participated in personality development training programs and 20 (6.7%) respondent have participated in other training programs such as soft skill, yoga and meditation arranged by Bannari Amman Sugars Ltd. In Sakthi Sugars Ltd., 43.7% of the respondents have participated in the skill
development training programs and 112 (37.3%) of the respondents have participated in the personality development training programs.

6.2.1.23 Mode of training offered and employees opinion

A good majority (97%) of the respondents of Bannari Amman Sugars Ltd., have opined that the company offered on-the-job training. In Sakthi Sugars Ltd., out of 300 respondents 167 (55.7%) of the respondents opined that they have been offered on-the-job training and 133 (44.3%) of the respondents opined that they have been offered off-the-job training in the organization. In both the sugar mills the employees have expressed that they have very much benefited through on-the-job training.

6.2.1.24 Impact of training

The study clearly shows that out of 300 respondents in Bannari Amman Sugars Ltd., majority (74.3%) respondents have felt more benefited in on-the-job training. In Sakthi Sugars Ltd., out of 300 respondents, 167 (55.7%) respondents have felt more benefited in on-the-job training and 133 (44.3%) respondents have felt more benefited in off-the-job training in the organization.

6.2.1.25 Effectiveness of the training programmes

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., majority (82%) of the respondents have opined that the superiors are conducting continuous evaluation of the training programme, which helps them to improve their skills, and the same opinion was expressed by 82% of the respondents working in Sakthi Sugars Ltd.
6.2.1.26 Employees’ satisfaction on working time

The employees’ working time was studied in Bannari Amman Sugars Ltd., 243 (81%) respondents opined that they are satisfied with the effective and scientific working time schedule. In Sakthi Sugars Ltd., out of 300 respondents, majority (93.7%) respondents opined that they are satisfied with the effective and scientific working time schedule.

6.2.1.27 Promotional policy

While analyzing the promotion policy practiced in Bannari Amman Sugars Ltd., a good majority (82.7%) of the respondents expressed that they have got promotion by seniority. In Sakthi Sugars Ltd., too, 83.0% of the respondents have replied that they got promotion by seniority.

6.2.1.28 Achieving the as target set

The study reveals that out of 300 respondents in Bannari Amman Sugars Ltd., 225 (75%) respondents have achieved the target set and the same progress was observed among 87.0% of the employees working in Sakthi Sugars Ltd.

6.2.1.29 Introducing the technological changes by the organisation

While analyzing the technological changes in Bannari Amman Sugars Ltd., 66.7% of the respondents have participated in the technological changes of introducing new machinery whereas in Sakthi
Sugars Ltd., 52% of the respondents have participated in the technological changes of introducing in new Machinery.

6.2.1.30 Recruitment system

Majority of the respondents in Bannari Amman Sugars Ltd., (73.0%) opined that the recruitment was made by giving opportunity to their relatives and wards and the same opinion was expressed by 73.3% of the respondents in Sakthi Sugars Ltd.

6.2.1.31 Signs in appraisal review form

The study reveals that a good majority (93%) of the respondents have signed in their appraisal review form every year in Bannari Amman Sugars Ltd. In Sakthi Sugars Ltd., also, majority (84.7%) of the respondents have signed in their appraisal review form every year.

6.2.2 THE RESULT OF CHI-SQUARE ANALYSIS

6.2.2.1 Age and level of satisfaction with existing performance appraisal system

Age wise analysis reveals that old aged respondents have perceived maximum level of satisfaction with the existing performance appraisal system than the young and middle aged respondents. The Chi-square analysis also proved that there is a close relationship between age of the respondents and the level of satisfaction with performance appraisal system practiced the selected in sugar industries.
6.2.2.2 Designation and level of satisfaction with existing performance appraisal system

The association between designation of the employees on their level of satisfaction with performance appraisal system was studied and it was found that the employees in the labour and operator categories have perceived maximum level of satisfaction than the other category of employees. The Chi-square test also proved that there is a close relationship between designation of the respondents and their level of satisfaction with performance appraisal system in the selected sugar industries.

6.2.2.3 Department and level of satisfaction with existing performance appraisal system:

The analysis reveals that the employees working in Engineering Department have perceived maximum level of satisfaction than their counterparts working Electrical, Administration and Distillery departments. The Chi-square test also proved that there is a close relationship between department of the respondents and their level of satisfaction with performance appraisal system practiced in the selected sugar industries.

6.2.2.4 Educational qualification and level of satisfaction with existing performance appraisal system

Educational qualification of the employees and their level of satisfaction was studied and it was found that the employees with school level educational qualification have perceived maximum level of
satisfaction than the graduates, diploma holders and post-graduates. The Chi-square test also proved that there is a close relationship between educational qualification of the respondents and their level of satisfaction with performance appraisal system.

6.2.2.5 Marital status and level of satisfaction with existing performance appraisal system

Marital status of the employees and their level of satisfaction with performance appraisal system was studied and it was found that the married employees have perceived maximum level of satisfaction than the unmarried employees. The Chi-square test reveals that there is no close relationship the marital status of respondents and their level of satisfaction with performance appraisal system practiced in the selected sugar industries.

6.2.2.6 Family size and level of satisfaction with existing performance appraisal system

The study on family size of the respondents and their level of satisfaction with performance appraisal system reveals that employees with a large size family perceived maximum level of satisfaction than the employees with small and medium size family. The Chi-square test also proved that there is a close relationship between family size of the respondents and their level of satisfaction with performance appraisal practises.
6.2.2.7 Type of family and level of satisfaction with existing performance appraisal system

The relationship between the respondents’ type of family and their level of satisfaction with existing performance appraisal system was studied and it was found that the respondents belonging to joint family category have perceived maximum level of satisfaction. The Chi-square test also proved that there is a close relationship between type of family of the respondents and their level of satisfaction with performance appraisal practices.

6.2.2.8 Experience and level of satisfaction with existing performance appraisal system

The association between respondents’ experience and their level of satisfaction with performance appraisal system was studied and it was found that the respondents having experience of above 20 years have perceived maximum level of satisfaction than the other categories of respondents. The Chi-square test also proved that there is a close relationship between the experience of the respondents and their level of satisfaction with performance appraisal system.

6.2.2.9 Superiors’ rating of workers’ performance and level of satisfaction

The association between superiors’ rating of workers’ performance and employees level of satisfaction was studied and it was found that employees who were rated highly satisfied with the performance appraisal
system more. The Chi-square test also proved that there is a close relationship between superiors’ rating and employees’ satisfaction with performance appraisal system.

6.2.2.10 Labour welfare measures practiced and level of satisfaction with existing performance appraisal system (chi-square test)

The association between labour welfare measures practiced in sugar mills and employees’ level of satisfaction reveals that high level of welfare measures gives high level of satisfaction among the employees. The calculated Chi-square test also proved that there is a close relationship between labour welfare measures and employees’ level of satisfaction with performance appraisal system.

6.2.3 MULTIPLE REGRESSION ANALYSIS

The respondents’ level of satisfaction with the performance appraisal and training programme practices were studied by selecting eleven independent factors. It was found that out of eleven variables; only eight were closely associated with the level of satisfaction with the performance appraisal and training programmes. They are respondents’ age, designation, department, educational qualification, type of family, scale of pay, experience and workers performance.

6.2.4 FACTOR ANALYSIS

The level of satisfaction perceived on the existing the Performance appraisal and training programmes in the study was studied by selecting
eleven statements about the performance appraisal and training programmes. Factor analysis was employed by selecting the main factors such as performance appraisal in the organization which is modified from time to time, based on the superiors’ rating of performance, the company arranging training programs for the employees whose performance was low, good knowledge about the training program modules, training given by the company to enrich the knowledge, learning new technical methods and practices after attending the training programmes, communication skill development, preparing to learn multi-skills to enable the employees to work in other discipline after training, satisfaction level of the training programmes conducted by the organization, improvement of the personal qualities and skills and the free and fair rating system followed in the company. Factor analysis shows that out of these eleven factors, only two statements such as “performance appraisal in the organization is modified from time to time” and “the superiors rating the performance promptly” influence the respondents satisfaction more in the selected sugar manufacturing companies.

6.2.5 HENRY GARRETT RANKING TECHNIQUE

From Henry Garrett ranking method, problem faced by the respondents in the Performance Appraisal System was analyzed and it revealed that “Assessment becomes vague” which was ranked first with a help of Garrett ranking method. On the other hand, problem faced by the respondents in the training programs was analyzed and it revealed that the prime problem pinpointed by the respondents and it revealed that “Advanced topics cannot be taught” by the training which was ranked first with a help of Garrett Ranking method.
6.3 SUGGESTIONS

While analyzing the scale of pay drawn by the correspondence 50% respondents, it was found that 50% of the are drawing Rs.8,000 scale of pay. Hence it suggested that the pay scale be enhanced since the cost of living has risen to a very great level, due to inefficient management of both the state and central governments on human basic needs.

It is learnt from the analysis that the employees of “Bannari Amman Sugars Ltd., find that the company should take full responsibility of educating the employees’ children. The comparative analysis reveals that Sakthi Sugars Ltd., takes more care (83%) for their employees’ children education.

While analyzing the employment opportunities provided to the wards of the employees, Sakthi Sugars provides comparatively better opportunities than Bannari Amman Sugars Ltd. Hence, the top management of Bannari Amman Sugars Ltd., should give first priority for the employees’ wards at the time of recruitment.

In order to avoid monotony and boredom, Bannari Amman Sugars Ltd., practises job rotation, whereas Sakthi Sugars Ltd., allows only 60% of job rotation among the employees. Hence, it is suggested that 100% job rotation may be practiced in Sakthi Sugars Ltd.

It is noted from the analysis that both the sugar mills practising five different methods of appraising employees such as Group Order Ranking Method, Individual Ranking Method, Paired Comparison Method, MBO and Goal setting method, 360° Method. Among these
methods, Bannari Amman Sugars Ltd., mostly uses Individual Ranking Method and Sakthi Sugars Ltd., uses Group Order Ranking Method. Hence, it is suggested that both the organizations may adopt the modern 360° Appraisal System.

The level of satisfaction towards inter-personal relationship was found to be at the mediocre level. Hence, efforts may be taken by both the organization to improve inter-personal relationship.

Respondents’ opinion on employees development was studied and it was found that Sakthi Sugars Ltd., the top management takes special care than the top management of Bannari Amman Sugars Ltd., on employees development. Hence, Bannari Amman Sugars’ top management should take special care for employees development.

The practice of counseling given in both the sugar mills was studied and items found that 50% of employees expressed their opinion that it did not make any change. Hence, it is suggested that the best psychologist may be appointed to give effective counseling to the employees.

Incentives offered by the sugar mills was studied and it was found that Sakthi Sugars Limited provides adequate incentives when compared to Bannari Amman Sugars Ltd., Majority of the employees of Bannari Amman Sugars Ltd., have expressed their displeasure at the present incentives given by Bannari Amman Sugars Ltd. Hence, the organization should give adequate incentives to motivate their employees financially.
While analyzing the Self-Appraisal System practiced in the organization, the employees of Bannari Amman Sugars Ltd., (56%) have expressed dissatisfaction with the present system but the employees of Sakthi Sugars Ltd., are mostly (81%) expressed their satisfied.

The frequency of preparing performance appraisal reports was studied and it was found that 43% of the respondents of Sakthi Sugars Ltd., and 39% of Bannari Amman Sugars Ltd., revealed that the performance appraisal reports is prepared once in three months. 45.7% of the respondents of Bannari Amman Sugars Ltd., 42.2% of the respondents in Sakthi Sugars Ltd. have stated it is reported once in 6 months or once in a year. Hence, it is suggested that uniformity should be practiced in the preparation of report.

The nature of training programmes arranged for the employees was studied and it was found that the skill based development training was given in Bannari Amman Sugars Ltd., for most of the employees whereas only 43% of employees in Sakthi Sugars Ltd., received this training. Hence, it is suggested that need based skill and knowledge development training are the most vital and these types of training should be offered to enhance the talents of the employees in producing world class quality products in the global competitive environment.

The mode of training offered by the sugar mills was studied and it was found that the majority (97%) of the respondents of Sakthi Sugars Ltd., were given on-the-job training. But Bannari Amman Sugars Ltd., only 55.7% of the respondents were given, on-the-job
training. Hence, it is suggested that the employees of Bannari Amman Sugars may also be provided cent percent on-the-job training to learn more about their work.

While analyzing the employees’ opinion on achieving the target set, Sakthi Sugars Ltd., employees have achieved that better than those in Bannari Amman Sugars Ltd. Hence, it is suggested that Bannari Amman Sugars Ltd., employees should be provided more training to achieve the set goals.

The technological changes introduced in sugar mills reveals that majority of the employees in Sakthi Sugars Ltd., have worked with new machinery and 52% of the employees in Sakthi Sugars Ltd., expressed the same opinion. Hence, it is suggested that both the sugar mills employees should be given adequate training on high tech manufacturing processes.

Open appraising system is not practiced in both the sugar mills. There are practising the appraisal system which is very confidential and the employees are forced to sign in the appraisal review form. Hence, it is suggested that the company should practiced open-appraisal system instead of the closed-appraisal system.

Age-wise analysis reveals that only the respondents aged to above 45 years are satisfied with the existing performance appraisal system. Hence, it is suggested that the management should change the appraisal system as practiced in the government organization and public sector undertakings to retain the young and middle aged respondents.
The employees designated as operators and labours have perceived maximum level of satisfaction with the performance appraisal system than the fitters and electricians. Hence, it is suggested that uniformity be practiced among all employees.

Employees working in the distillery department have perceived maximum level of satisfaction than the employees working in other departments. Hence, it is suggested that both the sugar industries’ top management should practise uniformity in all departments.

The employees’ education and their level of satisfaction performance appraisal system was studied and it was that the respondents having school level education have a high level of satisfaction. Hence, the management should take care towards diploma holders, graduates and post-graduates.

6.4 CONCLUSION

Measuring employees’ performance is the basis of the performance appraisal processes and performance management. Evaluation of the employees’ performance appraisal depends upon the organization.

The overall performance appraisal and training programmes practiced in sugar industries in Erode District was studied and found to be good. The development of employees’ workforce is continuous and is an essential process and it is realized by the top management and the workforce of the sugar mills. Performance appraisal and training programmes help to promote the employees to higher positions. Self-
appraisal system, frequency of the period in preparing the performance appraisal reports, nature of training programmes arranged by sugar mills, mode of training offered by the sugar mills, achieving goals as target set, were studied and analyzed systematically.

The employees’ satisfaction has a close association with the performance appraisal and training programmes practiced in sugar industries. The management should come forward to change the appraisal system as practiced in the government organizations and public sector undertakings to retain the young and middle aged respondents. The employees should realize that the organization conducts performance appraisal and training programmes to enhance the knowledge and skills of the employees and to achieve its goals. Effective monitoring and measuring also includes providing timely feedback and reviews to the employees about their work and performance according to the pre-determined goals and standards and solving the problems faced. Timely recognition of the accomplishments also motivates the employees and helps to improve their performance. Performance appraisal offers competitive advantage to the selected sugar industries by improving the employees’ performance, helps them to make correct decisions, ensuring legal compliance, minimizing job dissatisfaction. Assuring employee turnover and ensuring consistency between organizational strategy and behavior. Training programmes practiced in sugar mills contribute their growth. Accidents, scrap and damage to machinery and equipment can be avoided or minimized. Furthermore, the future need of employees will be taken care of performance appraisal and training programmes practiced in sugar industries. There are several initiatives for career planning and career
development, but it is not just organizations alone, even the employees themselves have a role in shaping their careers.

A part of human resource management is performance appraisal to improve corporate performance, while not harming the targeted individuals or even undermining the commitment and energy of the survivors. Developing clear, realistic performance standards can also reduce communication problems in performance appraisal feedback among managers, supervisors, and employees.

It should be realized that organizations are political in nature, and many decisions, especially, evaluative ones, may be heavily influenced by their probable political consequences. A manager, exercising professional judgment, may be less interested in providing an accurate appraisal than in motivating a harmonious and efficient work force.

It is evident from this study the respondents agreed to the fact that out of the eleven factors, eight viz., age, designation, department, educational qualification, type of family, scale of pay, experience and workers performance determine their level of satisfaction with performance appraisal.

The present research is a rewarding exercise to the researcher and she will be much delighted, if the suggestions are incorporated by the policy makers in the selected sugar mills. Sakthi Sugar Mills and Bannari Amman Sugars mills should change their style of performance appraisal by introducing open-appraisal system and make realize their employees’ original standards of knowledge and skills.