

Performance appraisal of executive at Orissa mining corporation Ltd. Bhubaneswar. Odisha

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**Abstract** - Progress is a continuous process. It is relative and absolute. We cannot stop at a certain destination and declare that target has been achieved. The summer training program is to give the future manager a feel of the corporate happening and work culture. These real life situations are entirely different from the stimulated exercise enacted in an artificial environment inside the classroom and it is precisely because of this reason that the summer training program is designed. The summer training is a bridge between the institution and the organization. The summer training program helps to understand how theoretical knowledge will be applied in practical field. I was privileged enough to join on 20<sup>th</sup> May 2014 as a summer trainee in Orissa Mining Corporation Ltd Bhubaneswar. Orissa Mining Corporation. Ltd is one of the largest industrial entities in India. OMC.Ltd is also known not only for its profession management but also for its enlightened and progressive approach towards employee welfare and betterment of society. Thanks to my Faculty guide and my company mentor for giving me an opportunity to implement my theoretical knowledge in practical aspect.

**INTRODUCTION**

The role of Human resource management has been evolving dramatically in recent times. The days of personal department performing clerical duties such as record keeping, paper publishing and file maintenance are over. HR is increasingly receiving attention as a partner, assuming stunningly different for reaching transformational roles and responsibilities. Taking the strategic approach to human resource management involves making the function of managing human assets the most important priority in the organizations and integrating all human resources policies and programmes the frame work of a company strategy.

Performance Appraisal is one of the best instrument through which HRM satisfies its objective. According to Wendell French, performance appraisal is, “the formal and systematic assessment of how well employees are performing their jobs in relation to established standards, and the communication of that assessment to employees.” According to Dale Yoder, performance appraisal includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organisation. It is a continuous process to secure information necessary for

making correct and objective decisions on employees.” Performance appraisal is a process that involves determining and communication to an employee how he or she is performing the job and ideally establishing a plan of improvement .It is otherwise known as performance rating, employee assessment, employee performance review personal appraisal, merit rating etc It is linked to job analysis. Job analysis states out requirements which are translated in to performance standards, which in turn form the basis for performance appraisal. Orissa Mining Corporation Ltd. has been functioning from 1956. every year OMC Ltd. prepares its financial statement. The financial statement generally refers to the balance sheet. And profit and loss account. The information provided in the financial statement is used in decision making through the analyses and interpretation of financial statement so analyses of financial statement is very essential. This project report is done to the financial statement analysis of OMC Ltd. Human resource management (HRM) practices are generally expected to stimulate a firm's innovation performance.

The scope of HRM is indeed vast. All major activities in the working life of a worker from the time of his or her entry into an organization until he or she leaves the organization comes under the preview of HRM.

The major HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM.

The scope of Human Resources Management extends to:

- All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization.
- All the dimensions related to people in their employment relationships and all the dynamics that flow from it.

Human Resource Management is not just limited to manage and optimally exploit human intellect. It also focuses on managing physical and emotional capital of employees. Considering the intricacies involved, the scope of HRM is widening with every passing day. It covers but is not limited to HR planning, hiring (recruitment and selection), training and development, payroll management, rewards and recognitions, Industrial relations, grievance handling, legal procedures etc. In other words, we can say that it's about developing and managing harmonious relationships at workplace and striking a balance between organizational goals and individual goals.

**OBJECTIVE OF THE STUDY:**

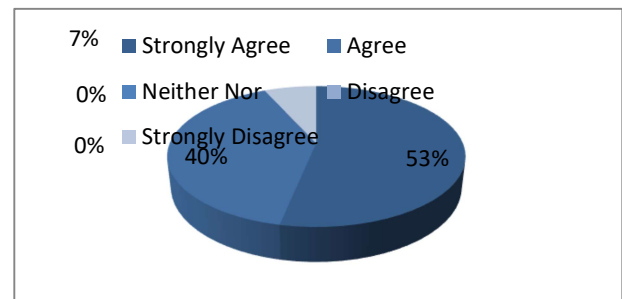
1. To know the present appraisal practice adopted in the organization.
2. To examine the necessities for changes in the existing pattern of performance appraisal.
3. To recommended necessary changes or modification for making the appraisal system more objective.

**METHODOLOGY:**

I have developed a questionnaire in consultation with my guide consisting of about 12 questions. The questionnaire has been given to about 60 executives of OMC Ltd at Bhubaneswar and the opinion has been collected. The data analyses are as under

1. You think that performance appraisal system is necessary in organization.

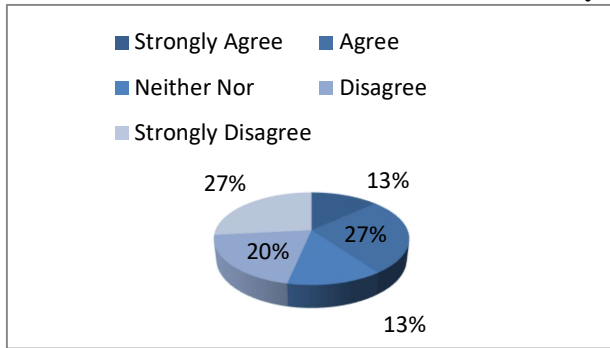
Question No- 1	Respondents	Percentages%
Strongly Agree	32	53%
Agree	24	40%
Neither Nor	0	0%
Disagree	0	0%
Strongly Disagree	4	7%



2. You are satisfied with the existing performance appraisal system.

Question No- 2	Respondents	Percentages%
Strongly Satisfied	28	54%
Satisfied	20	38%
Neither Nor	0	0%
Dissatisfied	8	0%
Strongly dissatisfied	4	8%

Figure – 2

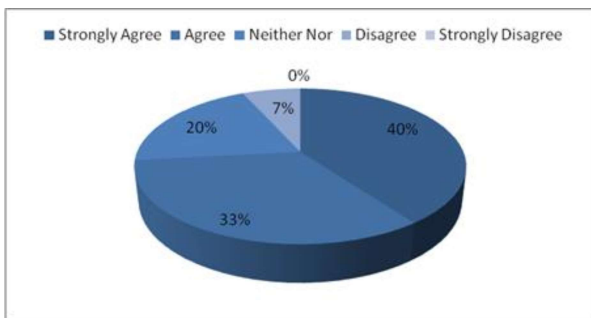


In the above diagram 54% of the employees strongly satisfied and 38% employees are satisfied with their existing performance appraisal system, where 8% employees are strongly dissatisfied with the system.

3. You think that the performance appraisal is helpful in reducing relevance among the employee.

Question No- 3	Respondents	Percentages%
Strongly Agree	24	40%
Agree	20	33%
Neither Nor	12	20%
Disagree	4	7%
Strongly Disagree	0	0%

Figure- 3



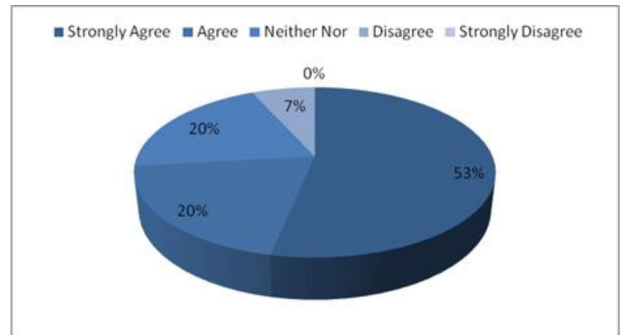
Above diagram 40% of employee strongly agree and 33% employee are agree with performance appraisal is helpful in reducing relevance among

the employee, 20% employee are stay neutral and 7% employees are disagree with that.

4. You think that the performance appraisal is helpful in improving the personal skill.

Question No- 4	Respondents	Percentages%
Strongly Agree	32	53%
Agree	12	20%
Neither Nor	12	20%
Disagree	4	7%
Strongly Disagree	0	0%

Figure- 4



In the above diagram 53% of the employee are strongly agree and 20% agree that performance appraisal is helpful in reducing relevance among the employee and 20% are in neutral where 7% employees are disagree with it.

5. You think that the performance appraisal system helps to identify the strength and weakness of the employee.

Question No- 5	Respondents	Percentages%
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Strongly Agree	16	47%
Agree	12	20%
Neither Nor	8	13%
Disagree	20	33%
Strongly Disagree	4	7%

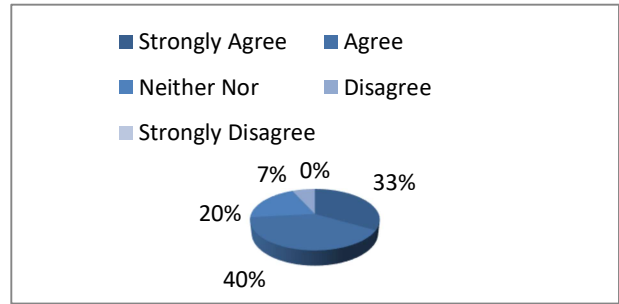
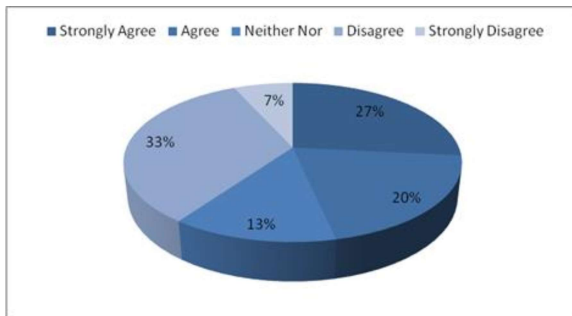


Figure-5



In the above diagram 27% employee are strongly agree and 40% agree with it that the performance appraisal system helps to identify the strength and weakness of the employee, where as 13% neither agree nor disagree and 33% employees and 7% employees are disagree and strongly disagree .

6. You think that the performance rating is helpful for management to provide counseling.

Question No- 6	Respondents	Percentages%
Strongly Agree	20	33%
Agree	24	40%
Neither Nor	12	20%
Disagree	4	7%
Strongly Disagree	0	0%

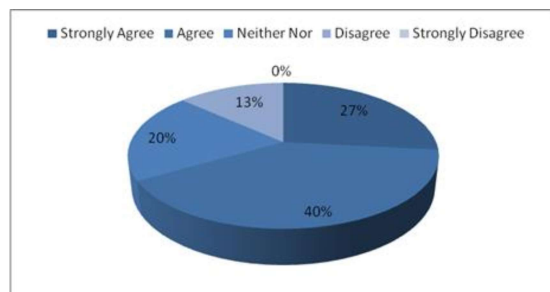
Figure-6

Above diagram 33% employees are strongly agree and 40% employees are agree that the performance rating is helpful for management to provide counseling, 20% employees are neutral and 7% employees are disagree.

7. You think that promotion should be purely based on performance appraisal.

Question No- 7	Respondents	Percentages%
Strongly Agree	16	27%
Agree	24	40%
Neither Nor	12	20%
Disagree	8	13%
Strongly Disagree	0	0%

Figure- 7



In the above diagram 27% employees are strongly agree and 40% employee are agree with that promotion should be purely based on performance appraisal,20% employees are neither agree nor disagree and 13% employees are disagree with it.

Question No- 9	Respondents	Percentages%
Strongly Agree	24	40%
Agree	16	27%
Neither Nor	8	13%
Disagree	8	13%
Strongly Disagree	4	7%

8. You think that pay fixation should be as per performance rating.

Question No- 8	Respondents	Percentages%
Strongly Agree	36	60%
Agree	16	27%
Neither Nor	8	13%
Disagree	0	0%
Strongly Disagree	0	0%

Figure-9

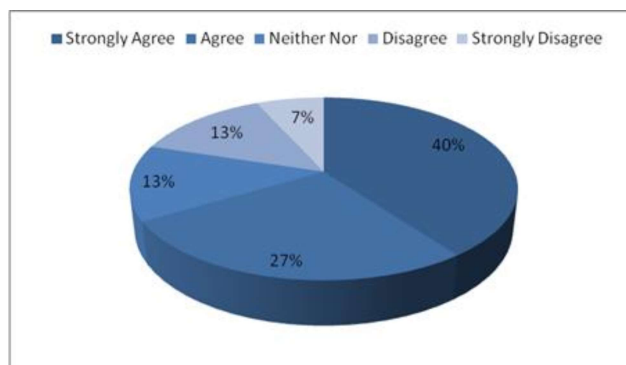
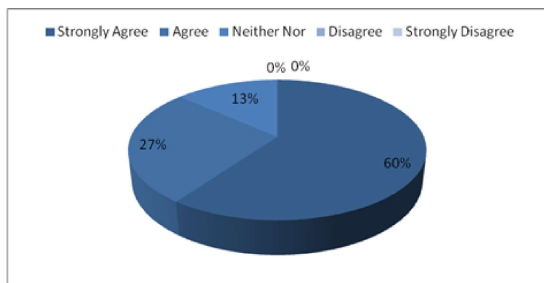


Figure-8



In the above diagram 60% employees are strongly agree and 27% employees are agree that pay fixation should be as per performance rating but 13% employees are neither agree nor disagree.

Above diagram 40% employees are strongly agree and 27% employees are agree that performance appraisal increases employee’s motivation and morale ,but 13% employees are in neutral and 13% employees are disagree and 7% employees are strongly disagree.

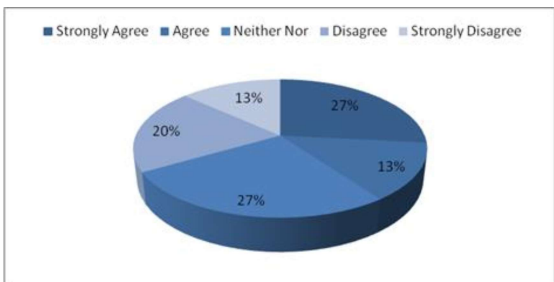
9. You think that performance appraisal increases employee’s motivation and morale.

10. You think that the performance should assessed by self.

Question No- 10	Respondents	Percentages%
Strongly Agree	16	27%
Agree	8	13%
Neither Nor	16	27%

Disagree	12	20%
Strongly Disagree	8	13%

Figure- 10

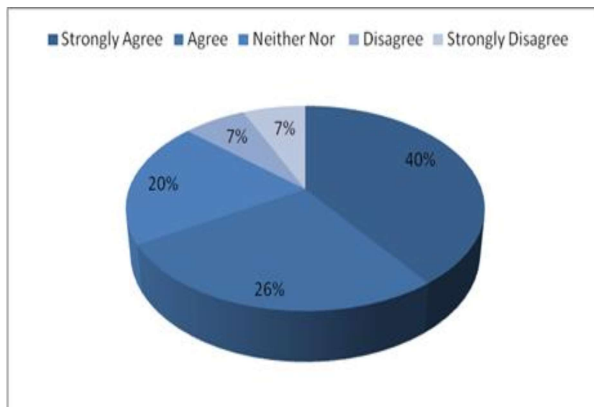


Above diagram 27% employees are strongly agree and 13% employees are agree that the performance should assessed by self, and 27% employees are neutral .20% employees are disagree and 13% employees are strongly disagree with it.

11. You think that the performance should assessed by superior.

Question No- 11 Respondents	Percentages%	
Strongly Agree	24	40%
Agree	16	26%
Neither Nor	12	20%
Disagree	4	7%
Strongly Disagree	4	7%

Figure-11

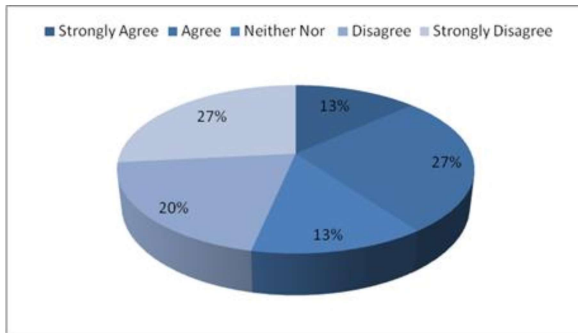


Above diagram 40% employees are strongly agree and 26% employees are agree that the performance should assessed by superior but 20% employees are neither agree nor disagree and 7% employees are disagree another 7% employees are strongly disagree in it.

12. You think that the performance should assessed by Independent bodies/Consultants.

Question No- 12 Respondents	Percentages%	
Strongly Agree	8	13%
Agree	16	27%
Neither Nor	8	13%
Disagree	12	20%
Strongly Disagree	16	27%

Figure-12



In the above diagram 13% employees are strongly agree and 27% employees are agree that that the performance should assessed by Independent bodies/Consultants, 13% employees are neutral but 20% disagree and 27% are strongly disagree in it.

#### FINDINGS:

1. From the survey at OMC Ltd.Bhubaneswer I have collected some data regarding performance appraisal that it is done on annually basis.
2. It is also found that employees are generally appraised by their immediate supervisors.
3. Performance Appraisal is necessary for the employees.
4. From above data it is found that the Performance Appraisal leads to identification of hidden potential of the employees.
5. Performance Appraisal helps to achieve the goals of the organization.
6. Performance Appraisal helps to identify the training need.
7. It is also found that performance appraisal is linked with promotion.

8. It is also found that the performance appraisal does not help in increasing the salary or any other incentives.
9. It is also found that the feedback is given only when it is required.
10. Generally people agree that performance appraisal helps to motivate employees.
11. Performance Appraisal helps in polishing the skills of employee.
12. A jealousy is one of the obstacles.
13. Performance Appraisal also helps to create good communication between appraisers and appraise.
14. Generally people are satisfied with the evaluation system made in organization.
15. Performance Appraisal process helps to improve the performance of the employees.
16. Most of the employees said that if they want to review the current performance appraisal system.

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