A study of Performance Appraisal System at Maruti Suzuki.

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Abstract: Amongst the many employee-related management strategies discovered in both public and private sector performance appraisal is one of the most efficient, and it is also regarded as a big motivator for employees. It also ensures that managerial, administrative, and staff development decisions are made in a timely and efficient manner. In order to examine how organisational performance appraisal systems influence the employee growth and also the employee satisfaction with respect to performance appraisal system. The current study is a small attempt to understand the performance appraisal system in Maruti Suzuki.

Keywords: Performance appraisal, Maruti Suzuki

1. Introduction

Organizations were formed to carry out certain activities and to accomplish their goals with a diverse group of people. Organizations must use the most up-to-date information and technological advancements in order to maintain standards and expected results. This fast changing scenario demands the attention or cooperation of organisations, improving their personnel to stay up with the rate of progress in these fields. Organizations adopt a variety of coping tactics, including recruiting trainable labour, reproving existing employees, and in-house training. On-the-job training, including exchange programmes, is available in a variety of disciplines. Organizations are created to execute certain jobs and deploy a diverse workforce to achieve their goals. To maintain requirements and projected impacts, organisations must keep up with new and old technologies. Improvements, promotions, and assignments in managerial roles, as well as encouragement and punishment, are all part of the workforce development process. and increases employee overall performance feedback, and determining their academic needs are all important challenges that must be addressed in order for an organisation to achieve its goals. As just a result, an assessment may be viewed as a significant aspect in determining people's competences and skills, and the results can provide them with information about their accomplishments, goals, and ambitions.

Appraising performance is important as it guarantees that employees are aware the organization's structure and that management can better implement it. Complex or ineffective appraisal systems are known to cause confusion, frustration, and dissatisfaction. In the same way, if the knowledge isn't explicitly tied to the work, time and resources may be squandered. The most successful evaluation is, without a doubt, identifying programs and analyze only the most important behaviours that lead to job performance. Systems that disregard particular behaviours are unproductive, inaccurate, and often breed resentment based on unexplained reasons.

Companies utilise a variety of performance appraisals specific to the needs and demands of the business, task, and firm. Some of the most common assessment procedures are 360-degree appraisal, peer review, self-review, essay appraisal, graphic rating scale, forced-choice rating, critical incident appraisal, management-by-objectives approach, and ranking systems. In a brief, each of these methods has its own set of benefits and drawbacks, thus none of them can achieve all of the goals that management performance appraisal systems are designed to achieve.

Objectives of the Study

1. The study's main purpose was to look into the impact of performance appraisal systems on employee growth.
2. To assess the value of a performance appraisal method in terms of employee development.
3. To determine how performance appraisal affects employee growth.
1.1 Significance of the Study

The study covers the Performance Appraisal system of Maruti Suzuki companies for all functions and for all bands/levels/roles in the organization. The paper covers the concept of importance of the performance appraisal system to employee development.

2. Review of Literature

There are numerous definitions for performance appraisal. The process of "performance appraisal" is part of the entire performance management process (Dowling et al., 1999). There are several methods for evaluating an employee's performance, however some of them are ineffective in certain situations. Clear, transparent, and fair assessment processes should be used; productivity should be recognised through rewards; and appraiser leadership skills should be considered (Winston & Creamer, 1997). According to Boswell and Boudreau (2000), an effective performance appraisal can predict employee behavior about their supervisor, the job, and the PA process. According to Folger and Lewis (1993), performance appraisals elicit the same level of enthusiasm as paying taxes. Instead of focusing on accuracy, Folger et al (1992) suggested that the purpose of PA should be to ensure equality with in approach, which is a more attainable goal. Performance appraisal systems, according to Yosuf (2003), are indeed the processes and procedures for developing, managing, and communicating performance appraisal events. It is, basically used in situations where there is a formal procedure that is part of the people management policy. Performance appraisal focuses on performance criteria rather than personal characteristics (Smither, 1998). Kane (1995). Cleveland, Murphy, and Williams (1989) proposed that organisational features and the usage of a performance rating system are linked. Stonich (1984) also suggested that an organization's performance measurement should be in sync with its culture and structure. Because the nature of the businesses in each industry differs, the organisational structure, business policies, and internal and external environments are also likely to differ. The goal of this research is to compare and contrast performance appraisal systems in the service and industrial industries. Armstrong (2006) describes the role of performance appraisal as an instrument for determining what tasks need to be accomplished by employees in order to meet the job's goal of facing creative challenges. Performance appraisal is one of the most important aspects of human resource management (Kampkotter & Marggraf, 2015). According to Keeping and Levy (2000), among all performance appraisals, appraisal satisfaction has been the most extensively researched.

3. Research methodology

3.1 RESEARCH DESIGN

The study employs a descriptive research design. The study employs the convenience sampling method.

SAMPLE SIZE – 150
SAMPLING AREA- Delhi NCR

3.2 Sources of Data Collection

DATA SOURCE
- The research was conducted using both primary and secondary data.
- PRIMARY DATA- Structured questionnaires
- SECONDARY DATA- From various websites, journals, magazines

4. Data Analysis and Interpretation

1. Do you think that there is a need of Performance Appraisal?
   YES 97%
   NO 3%
2. Are you satisfied with the present appraisal system?
   
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<tr>
<td>YES</td>
<td>71%</td>
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<td>NO</td>
<td>29%</td>
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**Figure 1:** Need of Performance

**Interpretation:** Most of the respondent feel need of performance appraisal.

3. The frequency of Appraisal System should be six monthly?
   
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<tr>
<td>YES</td>
<td>78%</td>
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<td>NO</td>
<td>22%</td>
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**Figure 2:** Satisfaction with current appraisal system

**Interpretation:** Most of the respondents are satisfied with current performance appraisal system.
4. The gap of Appraisal System should be half-yearly?
   YES       78%
   NO        22%

5. Does performance appraisal helps in polishing skills and performance area?
   YES       83%
   NO        17%
**Interpretation:** Most of the respondents think that performance appraisal helps in polishing skills.

**5. CONCLUSION**

It measured performance using targets, accomplishments, goals of the organization, stress management, and efficiency in order to improve staff growth. According to the findings, organizations should develop and maintain performance appraisal systems to aid managers in identifying staff training needs, assisting employees in meeting performance goals, delivering poor performers with opportunities to improve, assisting employees in time management through establishing deadlines, and allowing managers to make better decisions about promotions and assignments based on relevant. Allow managers to make smart judgments on promotions and assignments based on pertinent data, and improve employee synergies by helping employees manage their time by planning and establishing deadlines.

**References**


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